



Doorsteps Neighbourhood Services Policy Guide book

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1. Workplace Policy

Creating positive working relationships

Statement of Purpose

Doorsteps Neighbourhood Services is committed to a positive workplace environment in which all employees are treated with respect and dignity. Doorsteps Neighbourhood Services aims to accomplish this goal by creating awareness about working relationships and providing skills training on healthy conflict resolution. Each individual has the right to work in a professional atmosphere in which equal opportunities are promoted and personal and professional excellence is fostered. Doorsteps Neighbourhood Services is committed to proactively creating a workplace where individual differences are welcomed and valued.

The purpose of the policy is to foster positive working relationships, provide a safe and healthy work environment for all employees “service providers”, volunteers and student placements, and manage conflict in the workplace. Workplace conflict has the potential to escalate into discriminatory behaviours and harassment and affect workplace and individual well-being. Discrimination and harassment are unlawful and will not be tolerated. Doorsteps Neighbourhood Services pledges its support to all employees, volunteers student placements and service providers experiencing workplace conflict or workplace harassment and will treat the matter in a confidential manner. Wherever relevant this document may be impacted by the agency’s Collective Bargaining Agreement with the Canadian Union of Public Employees (CUPE).

Responsibility and Authority

Everyone in our workplace is responsible for creating and maintaining healthy working relationships. The ultimate responsibility and authority for applying this policy rests with the Management team.

Application

(a). Who

This policy applies to all Doorsteps Neighbourhood Services’ staff, including managerial, support, professional and administrative staff, volunteers, articling and summer students, associates and partners. Doorsteps Neighbourhood Services recognizes that a staff member may be subjected to inappropriate behaviours by clients, by others who conduct business with Doorsteps Neighbourhood Services, by opposing counsel. Under these circumstances the organization acknowledges its responsibility to do all in its power to support and assist the person affected. Doorsteps Neighbourhood Services encourages reporting of all incidents of discrimination and harassment, regardless of who the offender may be.

(b). Where

This policy applies where there is a sufficient relationship between the location and the functioning of the workplace. The workplace is not strictly confined to the Doorsteps Neighbourhood Services’ offices; it also includes:

- Any location related to the Doorsteps Neighbourhood Services(client’s premises, community centers, or any other place where service is being provided), and
- Any location and situation where the interactions may be reasonably viewed as having an impact on workplace environment and relationships (email, telephone, business travel, conferences, social events).

Creating a Respectful Workplace

- (a). **Doorsteps Neighbourhood Services is demonstrating its commitment to create a positive workplace by:**
- Making a strong publicized commitment to the maintenance of a positive work environment.
 - Providing workplace skills training in conflict resolution.
 - Providing ongoing education, skills training, and monitoring of the policy.
 - Having a policy that aims to prevent workplace conflict and resolve conflicts that do arise.
 - Having a policy which describes unacceptable behaviour and defines workplace harassment.
 - Providing sufficient resources and training to those responsible for implementing the policy.
 - Implementing personnel policies that acknowledge and value the diverse personal and professional lives of our members such as: parental leave, alternate work schedules compassionate leave.
- (b). **Management Team is expected to implement and uphold this policy by:**
- Modeling healthy professional relationships between colleagues, including Conflict resolution.
 - Attending workplace skills training in conflict resolution and implementing those skills.
 - Providing guidance to staff who asks for assistance with the policy.
 - Maintaining strict confidentiality when a staff asks for assistance with the policy.
 - Challenging inappropriate comments and actions.
 - Supporting all parties involved in a complaint without judgment and ensuring there is no retaliation against anyone involved in a complaint.
- (c). **All staff, service providers, volunteers, student placements of Doorsteps Neighbourhood Services are expected to contribute to a positive workplace environment by:**
- Understanding the spirit and intent of the policy.
 - Striving towards trust, respect, and understanding between colleagues.
 - Attending workplace skills training in conflict resolution and implementing those skills.
 - Attempting to deal with workplace issues quickly and as ‘close to the source’ as possible.
 - Thinking about relationships with co-workers and the workplace environment. If you find areas that could be improved take actions to improve them.
 - Maintaining confidentiality if a colleague asks for advice or divulges information to you regarding a workplace conflict.
 - Refusing to participate in workplace harassment and challenging it when you experience or witness it.
 - Checking your own actions: When we offend or hurt a co-worker it is generally accidental. Become aware of the impact of your conduct by listening to what your co-workers say and learning to read discomfort in someone’s body language. Ask yourself, “Is there anything in my behaviour that could offend or humiliate someone?” or, “Would I speak this way about this person if they were here?” If you offend a co-worker, apologize, think about why it happened, and do not repeat the behaviour.

Vision for Our Workplace

We, the staff of Doorsteps Neighbourhood Services are dedicated to creating a positive work environment. We are committed to and accountable to:

- Live up to our commitments.
- Share information on Doorsteps Neighbourhood Services’ developments at the earliest opportunity.
- Develop effective collaborative problem solving processes at all levels of the Organization.
- Consult with the people affected before making decisions or taking actions on significant matters.

- Seek solutions to meet interests to the fullest extent possible.
- Work to resolve issues before raising them with third parties.
- Avoid gossip and rumors.
- Understand cultural diversity.
- Be aware of motivations and feelings and express them in a professional manner.
- Listen with an open mind.
- Treat others with respect, regardless of position at the Doorsteps Neighbourhood Services.
- Observe personal boundaries of space, quiet and interruption.

Doorsteps Neighbourhood Services is a place where:

- People are productive.
- People like coming to work and enjoy the work environment.
- Clients report high marks for client service.
- Problems and issues are discussed openly between employees and managers.
- People are not afraid to express their opinions.
- We are tough on issues, soft on people.
- If someone makes a mistake they are coached to help them understand and improve.
- People are not afraid of disagreements; they feel more productive when issues are resolved.
- Diversity is valued.

Organization's Commitment

Doorsteps Neighbourhood Services acknowledges that workplace conflicts cannot always be prevented. Doorsteps Neighbourhood Services encourages staff members to resolve issues or conflicts as soon as possible in a fair and respectful manner without having to resort to the formal resolution process. Training in conflict resolution will be provided to organization members to equip them with the skills to resolve conflicts confidently and professionally. The Organization will also provide several options that Organization's staff members can access too quickly, confidentially and with support, resolve general workplace conflicts or workplace harassment. Doorsteps Neighbourhood Services will not tolerate workplace harassment and will take timely action whenever it has knowledge of behaviour that may constitute harassment under this policy.

Definitions**General workplace conflicts**

General workplace conflict refers to conflict of a broad nature that affects a person's ability to work. It is not conflict that falls into the categories of workplace harassment. Conflict in the workplace occurs for a variety of reasons, which can include:

- Differences in working styles, communication styles etc.,
- Differences regarding personal space, work spaces, etc.,
- Gossiping and rumors

A persistent conflict can often lead to an unhealthy and unproductive work environment for the individuals involved, and often those around them. Often these conflicts can be avoided by early and open communication between the parties involved. In cases where informal efforts to resolve a conflict do not succeed, parties may use the Organization's conflict resolution processes.

(a). Workplace harassment

The following discussion defines the types of conduct that are considered inappropriate in the workplace. If a staff member encounters or observes inappropriate conduct they may initiate one of the processes in the conflict resolution flowchart.

(b). Workplace Harassment Definitions

Workplace harassment generally consists of comments or actions that a reasonable person would find objectionable or unwelcome and which serve no work-related purpose. It may occur during a single incident or over a series of incidents. Some actions may not be considered harassment unless repeated. For example, a joke may not be considered harassment if it does not have a major impact on the recipient or person who overhears the joke. Additionally workplace harassment does not include actions taken in good faith while exercising managerial/supervisory roles and responsibilities (such as an appropriately conducted performance review). In this policy the following types of conduct or comments, whether written, verbal, or visual (including electronic communication) are considered workplace harassment and are unacceptable:

- Discrimination
- Sexual Harassment
- Personal Harassment
- Retaliation

(a) Discrimination

Discrimination is any unwelcome practice, comment, or behaviour, whether intentional or not, based on any one or more of the following protected grounds in the Alberta Human Rights Act: age, ancestry, place of origin, colour, family status, marital status, mental disability, and physical disability, source of income, race, religious belief, gender, or sexual orientation:

- when such conduct might reasonably be expected to cause insecurity, discomfort, offence or humiliation to another person or group;
- when submission to or rejection of such conduct is used as a basis for any employment decision including, but not limited to, matters or promotion, raise in salary, job security or benefits affecting the employee and evaluation; or
- when such conduct has the purpose or the effect of interfering with a person's work performance or creating an intimidating, hostile or offensive work environment

Examples of Discrimination:

- Derogatory or demeaning comments, jokes, slurs, posters, cartoons etc.
- Innuendo, taunting or ostracizing an employee on the basis of the protected grounds
- An employment decision based on a protected ground that adversely affects an employee
- Exception: Under the law an action is not considered discriminatory if it is reasonable and justifiable under the circumstances as a bona fide occupational requirement. For example, a person with unmanaged epilepsy may pose a serious risk to themselves and others if the job is operating machinery.

(b) Sexual Harassment

For the purposes of this policy "sexual harassment" is defined as one or a series of incidents involving unwanted and unwelcome sexual advances, requests for sexual favours, or other verbal or physical conduct of a sexual nature:

- when such conduct might reasonably be expected to cause embarrassment, insecurity, discomfort,

- offence or humiliation to another person or group;
- when submission to such conduct is made either implicitly or explicitly a condition of employment;
- when submission to or rejection of such conduct is used as a basis for any employment decision (including, but not limited to, matters of promotion, raise in salary, job security or benefits affecting the employee); or
- when such conduct has the purpose or the effect of interfering with a person's work performance or creating an intimidating, hostile or offensive work environment.
- sexual harassment most commonly occurs in the form of behaviour by men towards women; however, sexual harassment can also occur between men, between women, or as behaviour by women towards men.

Examples of Sexual Harassment:

- Sexist jokes causing embarrassment or offence, told or carried out after the joker has been advised that they are embarrassing or offensive or that are by their nature clearly embarrassing or offensive.
- Leering, staring, and gesturing of a sexual nature.
- The display of pictures, cartoons, sayings of a sexual nature that present the subject stereotypically or in a degrading manner
- Sexually degrading words used to describe a person
- Drawing attention to a person's gender and having the effect of undermining the person's role in a professional and business environment
- Derogatory or degrading remarks directed towards members of one gender or one sexual orientation
- Sexually suggestive or obscene comments or gestures
- Unwelcome sexual flirtations, advances, or propositions, including repeated unwelcome invitations to socialize, unwelcome inquiries or comments about a person's sex life
- Persistent unwanted contact or attention after the end of a consensual relationship
- Requests for sexual favours
- Unwanted touching
- Verbal abuse or threats; and Sexual assault

(c) Personal Harassment

Personal harassment in the workplace is a breach of the implied term of the employment relationship that an employer will provide its employees with an environment that is civil, decent and respectful. Personal harassment is conduct:

- that a reasonable person would consider unwelcome
- results in the recipient feeling intimidated, humiliated or embarrassed
- negatively affects work performance, and
- creates a hostile work environment
- Examples of Personal Harassment
- actions that are intimidating, threatening or coercive
- swearing, yelling, screaming
- patronizing and insulting remarks, ex: regarding an employee's
- intelligence
- berating an individual publicly
- deliberate conduct to humiliate, demeanor degrade someone
- bullying behavior such as name calling, spreading of malicious rumors, causing social isolation
- continuous threats of unwarranted discipline or loss of job
- intimidating gestures such as slamming doors, throwing objects
- excessive and unreasonable monitoring of employment responsibilities
- cutting the employee out of the communication loop or withholding information they require to

perform their job, ex: not sending or responding to memos, intentionally not advising the individual of meetings they should attend, not sending or answering necessary e-mail

(d) Retaliation

Retaliation is any action taken against an individual in retaliation for:

- having invoked this policy whether on behalf of oneself or another individual;
- having participated or cooperated in any investigation under this policy; or for having been associated with a person who has invoked this policy or participated in these procedures

Resolving workplace conflicts and harassment

This part of the policy provides different options for Doorsteps Neighbourhood Services' employees, service providers, volunteers, and student placements to resolve general workplace conflicts or workplace harassment. Staff members are encouraged to resolve conflicts in a professional manner using the skills developed in conflict resolution training along with support when needed in the forms of coaching, counseling and facilitation. These mechanisms when used early, informally and confidentially can often resolve the issues and prevent the situation from escalating. In situations where these informal methods have been unsuccessful, or a party feels that informal methods are inappropriate, the formal resolution process may be used.

Preliminary Considerations

(a). Confidentiality

- Doorsteps Neighbourhood Services understands the difficulty of coming forward with a workplace conflict or workplace harassment issue and recognizes interest of all parties in protecting their privacy and reputations.
- To protect the interests of the party's confidentiality will be maintained throughout the process. Information relating to the conflict will only be disclosed to the extent necessary to carry out resolution procedures, or to meet Doorsteps Neighbourhood services' obligation to provide a harassment free workplace.
- Parties involved in the conflict resolution processes will not discuss the complaint with Doorsteps Neighbourhood Services' members who are not directly involved in the process. Improper breaches of confidentiality may result in disciplinary action.

(b). Advisors

- Doorsteps Neighbourhood Services will appoint at least two members of the organization to serve as advisors under this policy. In carrying out their duties under the policy, advisors will be directly responsible to the managing body of the organization.
- Doorsteps Neighbourhood Services will arrange for the advisors to receive appropriate initial and continuing training as well as other institutional support and assistance for carrying out their responsibilities under this policy.

Procedures for Conflict Resolution

(a). what to do if you are experiencing a general workplace conflict

Doorsteps Neighbourhood Services encourages all employees, service providers, volunteers and student placements to resolve general workplace conflicts by using the informal processes in the conflict resolution flow chart. Doorsteps Neighbourhood Services staff members are encouraged to resolve conflicts in a professional manner, receiving support when needed.



(b). what to do if you are experiencing workplace harassment

If you feel that you are being harassed it is best to act right away. Remember that harassment is wrong and you should not feel guilty. Keep a record of the incident, dates, places, witnesses, how you responded, the impact on you and other relevant facts and circumstances. You are encouraged to let the other person know that their actions offend you and attempt to resolve the problem by using the skills you have developed in conflict resolution training, receiving support when needed. If you cannot resolve the problem or do not want to speak directly with the person, please consider the other options under the conflict resolution flowchart that follows.

(c). what to do if you are accused of workplace harassment

If the Complainant approaches you directly listen to their concerns. Remember that harassment may have occurred even if you did not intend it to. Be sensitive to the fact that we all have different backgrounds and life experiences. Try to resolve the problem using the skills you learned in conflict resolution trainings. You may seek the advice/support of an Advisor at any time on a confidential basis. If the Complainant initiates a formal investigation procedure you will be notified of the complaint in writing, be interviewed by an external investigator, and be given the opportunity to respond to the allegations against you. You also have the right to seek legal counsel, at your expense, to respond to the allegations against you in a formal investigation.

Conflict Resolution Flowchart

The following flowchart shows the processes available to Doorsteps Neighbourhood Services’ staff members who encounter workplace conflict issues. Early, informal, and confidential resolution of disputes is encouraged using the skills developed in conflict resolution trainings; using support when needed (Options A, B, C). It is recognized in some circumstances that there is a necessity for a formal review. A complainant has the right to withdraw from any further action in connection with the complaint at any stage (even though the Organization may continue to deal with the complaint).

OPTIONS

Informal Processes /Formal Processes

Informal Processes	Formal Processes
A. Direct Management	A. Formal Complaint and Review by
Or	external investigator
B. Coaching/Counseling and Assisted	▼
Intervention	Final Report
Or	▼
C. Mediation	Corrective/remedial action as warranted
Or	▼
D. Approach CUPE representative or Union	Follow up
steward	

Option A. Direct Management

Complainant discusses their concern directly with the Respondent and attempts to resolve the problem. Both parties are encouraged to resolve conflicts in a professional manner using the skills developed in conflict resolution training provided by the Organization.

Option B. Coaching/Counseling and Assisted Intervention Coaching/Counseling

The following persons can provide a Complainant or Respondent with confidential support, coaching and assistance on how to directly resolve the problem. They are also trained to provide information on the

other conflict resolution options of mediation or the formal complaint process.

- An Advisor,
- The Management team,

Assisted Intervention by Advisor

The Complainant may request the advisor to meet with the person whose conduct has caused the offence with a view to facilitating resolution.

Advisor's Obligations

Parties should be aware that the Organization has a legal obligation to provide its members with a harassment free workplace. If an advisor is aware of harassment it is their duty to take actions to prevent the harassment from continuing. This may require the following actions of an advisor:

- Where the complainant does not wish the advisor to take any action, the advisor may nevertheless meet with a person whose conduct constitutes prima facie harassment if the advisor is satisfied that this can be done without disclosing, directly or indirectly, the identity of the complainant; or
- Advise the managing body of the complaint. (such as where the person whose conduct caused offence has given an assurance not to repeat previous workplace harassment)
- If the advisor has spoken to the person whose conduct caused offence the advisor will keep a confidential written record of that discussion.

Option C. Mediation

Mediation may be an option to resolve complaints where: both the Complainant and the Respondent agree, in writing, to participate in mediation voluntarily and the mediator determines that mediation is appropriate under the circumstances;

Mediation will be arranged by the Complainant or Respondent contacting (the staff member of the Organization charged with managing and ensuring compliance with the policy – the “Organization Appointee”). (Organization Appointee) will contact the other party and advise that a complaint has been brought against them under the Respectful Workplace Policy and the Complainant/Respondent seeks resolution of the matter through mediation. The mediator will be an external consultant selected by Doorsteps Neighbourhood Services Appointee. Both the Complainant and the Respondent must agree, in writing, to the selection of the Mediator.

- The role of the Mediator is to help the Complainant and Respondent resolve their issues.
- The Mediator manages the process and does not make decisions for the parties.
- The Mediator will continuously assess the balance of power, and the emotional and physical safety of the parties.
- A support person may accompany mediation participants.
- If the complaint is resolved through mediation, the only written record will be the Mediated Agreement, which will be given to the Complainant and Respondent. Doorsteps Neighbourhood Services will keep records of the number of mediations that take place for statistical purposes only.
- If mediation does not take place, or takes place and fails, the Complainant or Respondent may refer the complaint to formal complaint process.

Option D. Approach CUPE representative or Union steward

To be determined by Agency Collective Agreement.

Option A. Formal Complaint and Review

If a complainant or respondent feels that options 1, 2, or 3 are inappropriate for their complaint, or those options have been unsuccessful, they may seek a formal review.

(a) Complaint

A request for a formal review must be made within one year of the last incident. The request should be made to Doorsteps Neighbourhood Services' Appointee. The limitation period may be extended under certain circumstances, i.e. the delay in reporting occurred in good faith, or as a result of informal attempts to resolve the issue.

(b) Investigation

After receiving the request for a formal review Doorsteps Neighbourhood Services' Appointee will do the following within (7) seven working days:

- Confirm in writing to the requesting party that the request has been received and that an external investigator will contact them to arrange an interview;
- Notify the other party in writing that a request for a formal review has been filed, and that an external investigator will contact them to arrange an interview;
- Provide each party with a copy of this Policy and advise them of the availability of an Advisor and the right to legal counsel, at their own expense, to assist them with the process;
- Appoint an external investigator who has knowledge of employment and human rights law.
- Doorsteps Neighbourhood Services' Appointee without disclosing the identity of the parties will advise (management body) of Doorsteps Neighbourhood Services that an investigation is proceeding.
- Where mutually agreed upon by the Complainant and Respondent, the investigation may be suspended in an effort to mediate a resolution to the dispute.
- The investigator will:
 - (a) Conduct the investigation guided by the principles of natural justice;
 - (b) Explore all allegations by interviewing the Complainant, the Respondent, and any witnesses identified by either party, and those determined relevant by the investigator;
- Upon completion of the investigation the investigator will prepare a report ("the Report") of their findings based on the balance of probabilities.
- The investigator will make a finding of No Harassment, Insufficient Evidence to Determine Harassment, or Harassment Found.
- If the investigator makes a finding of Harassment Found the investigator will include recommendations for corrective action in the Report, including follow up.
- The investigator may use the guidelines in Appendix A (What Constitutes Harassment), Appendix B (Investigation Procedure) and Appendix C (Corrective Action Considerations) to assist them in their investigation.
- The investigation will be completed within forty-five days. Extensions may be granted by Doorsteps Neighbourhood Services' Appointee where appropriate.
- The investigator will forward a copy of the Report to Doorsteps Neighbourhood Services' Appointee upon its completion.

(c) Corrective Action

- Where the finding is No Harassment or Insufficient Evidence to Determine Harassment, Doorsteps Neighbourhood Services' Appointee will meet with the Complainant and Respondent separately to advise them of the finding. Correspondence confirming the finding will follow the meeting.
- Where the finding is No Harassment or Insufficient Evidence to Determine Harassment, Doorsteps Neighbourhood Services' Appointee will follow up with the Complainant and Respondent as they determine appropriate to ensure a healthy work environment is maintained.
- If the finding of the Report is Harassment Found, Management Team will review the Report and investigator's recommendations for corrective action and follow up. Management Team is responsible for determining what corrective action is appropriate.

The Management Team should consider the following points when determining the corrective action:

- The degree of aggression (physical and psychological),
- Whether the harassment was a single incident or repeated act,
- The working relationship between the Complainant and Respondent,
- The impact of the harassment on the Complainant,
- The Respondent's acknowledgement of wrongdoing,
- The Respondent's history of other inappropriate workplace behavior,
- The need to prevent the repetition of proven harassment towards the Complainant or others.
- Corrective action will be designed to stop any harassment by the Respondent and to the greatest extent possible return the Complainant to the position they were in prior to the harassment.

Management Team will prepare a corrective action plan in writing.

The corrective action plan will include follow up of the plan at (2) two weeks, (1) one month, (3) three months, (6) six months and (1) one year to ensure the corrective action plan is being followed and a healthy work environment is maintained. If a different follow up schedule is deemed more appropriate it may be included in the plan. The Complainant and Respondent will be advised that a corrective action plan has been put into effect. They will only be provided with the details of the plan as it applies to them. Upon request, the Management Team will provide the Complainant and Respondent with a summary of the findings of the investigation Report.

Related Procedures**Records**

All records of complaints, including contents of meetings, interviews, notes of advisors, manner of investigation, results of investigations, resolutions or outcomes and other relevant material will be sealed and stored in Doorsteps Neighbourhood Services' confidential complaints file to which only the assigned person will have access. The contents of the files will only be disclosed to the extent necessary to carry out these procedures, or to comply with any requirements under Doorsteps Neighbourhood Services' policy of insurance against claims of harassment, and as required by law. Records of the number of complaints made and resolved formally or informally will be kept by the assigned person and consist only of the nature of the complaint and which process was used to resolve it. Anonymity of the individuals involved will be assured as the data will be in aggregate form only, to be used solely for statistical purposes when monitoring the policy. Where a formal complaint and review finds that a complaint of workplace harassment is substantiated, there will be a notation in the complainant and respondent's personnel records referring to the confidential complaints file. These written records will be maintained for a period of (1) one to (5) years to be determined by the managing body of the Doorsteps Neighbourhood Services, subject to review at the end of the term to determine whether new circumstances dictate that the file should be kept for a longer period of time.

False Allegations

If an investigation results in a finding that the complainant falsely accused another of objectionable conduct knowingly or in a malicious manner, the complainant will be subject to appropriate sanctions, including the possibility of termination. Such action is considered a violation of the policy and the investigation results as well as the sanctions will be recorded in the Doorsteps Neighbourhood Services' personnel records relating to the complainant.

A person, who submits a complaint in good faith, even where the complaint cannot be proven, has not violated the policy.



Outside Harassment

A member of the Doorsteps Neighbourhood Services who feels that they have been subjected to workplace harassment by a person who is not a member of the Doorsteps Neighbourhood Services should seek the advice of an advisor. The advisor will take whatever action is necessary to ensure that the organization fulfils its responsibility to support and assist the person subjected to such harassment.

Report by Colleague

Where a person believes that a colleague has experienced or is experiencing workplace harassment and reports this belief to an advisor, the advisor shall meet with the person who is said to have been subjected to workplace harassment. The advisor will offer support where necessary to resolve the conflict and may intervene where they consider it necessary to maintain a work environment free of harassment.

Appendix A - Guide for determining what constitutes harassment

Some questions that can help assess whether the behaviour (act, comment or display) constitutes harassment:

- Is the behaviour unwelcome or offensive?
- Would a reasonable person view the conduct as unwelcome or offensive?
- Did it demean, belittle or cause personal humiliation or embarrassment?
- Is it a single incident?
- Is it a series of incidents over a period of time?

It is also important to consider the severity and impropriety of the act, the circumstances and context of each situation, and whether the behaviour is prohibited under the Alberta Human Rights Act. The prohibited grounds are age, ancestry, place of origin, colour, family status, marital status, mental disability, and physical disability, source of income, race, religious belief, gender, and sexual orientation. The following are some examples, but not an exhaustive list, to clarify what is meant by "harassment".

What generally constitutes harassment?	What may constitute harassment?	What does not generally constitute harassment?
1. Serious or repeated rude, degrading, or offensive remarks, such as teasing about a person's physical characteristics or appearance, put-downs or insults.	1. Criticizing an employee in public.	1. Allocating work. 2. Following-up on work absences. 3. Requiring performance to job standards.
2. Displaying sexist, racist or other offensive pictures, posters, or sending e-mails related to one of the prohibited grounds under the Alberta Human Rights Act.		4. Taking warranted disciplinary measures. 5. A single or isolated incident such as an inappropriate remark or abrupt manner.
3. Repeatedly singling out an employee for meaningless or dirty jobs that are not part of their normal duties.	2. Exclusion from group activities or assignments.	6. Exclusion of individuals for a particular job based on specific occupational requirements necessary to accomplish the safe and efficient performance of the job.



<p>4. Threats, intimidation or retaliation against an employee, including one who has expressed concerns about perceived unethical or illegal workplace behaviours.</p>	<p>3. Statements damaging to a person's reputation.</p>	<p>7 Measures taken against someone who is careless in his or her work, such as in the handling of secret documents.</p>
<p>5 Unwelcome social invitations, with sexual overtones or flirting, with a subordinate. 5.1 Unwelcome sexual advances.</p>	<p>4. Making sexually suggestive remarks. 4.1 Physical contact such as touching or pinching.</p>	<p>8 A social relationship welcomed by both individuals. 8.1 Friendly gestures among coworkers such as a pat on the back.</p>

Sexual and physical assaults are covered by the Criminal Code.

Appendix B - Investigation Guidelines

In pursuing the investigation the Investigator will try to take the wishes of the complainant under consideration, but should thoroughly investigate the matter as s/he sees fit, keeping the parties informed as to the status of the investigation. Steps to be taken include:

- confirm name and position of complainant;
- identify the person whose conduct caused offense;
- thoroughly ascertain all facts;
- determine frequency/type of alleged objectionable conduct and, if possible, the dates and locations where alleged conduct occurred;
- find out if there were witnesses who observed the alleged conduct;
- ask the individual how s/he responded to the objectionable conduct;
- determine whether the complainant consulted anyone else about the alleged conduct and take note of who else knows and their response to the disclosure;
- develop a thorough understanding of the professional relationship, degree of control and amount of interaction between the person whose conduct caused offense and complainant (Does the person control compensation, terms of employment or promotions? Do these individuals work in close proximity to one another and/or on the same projects?);
- determine whether the person whose conduct caused offense has carried out any threats or promises directed at the complainant or whether the terms of employment have been adversely affected;
- does the complainant know of or suspect that there are other individuals who have been subjected to the same objectionable conduct by the person whose conduct caused offense?
- has the complainant informed other partners or supervisors of the situation? What response, if any, did complainant receive from these individuals?
- ascertain the impact that the alleged conduct had and is having on the complainant physically and emotionally;
- ask complainant what action s/he would like the organization to take as a consequence of the objectionable conduct?
- ask complainant if they feel safe/comfortable in the workplace as it is and if they can perform their job;
- when first interviewing the person whose conduct caused offense, remind him/her of the organization's policy against retaliation for making a complaint of objectionable conduct;
- advise person whose conduct caused offense who the complainant is and the conduct complained of;
- confirm all information and obtain any additional facts and information;

- interview all witnesses;
- remind the complainant, person whose conduct caused offence and any witnesses that the process is confidential.

Appendix C - Corrective Action Plan

The components of a corrective action plan can vary greatly, the key being both to address the problem and ensure a safe and comfortable workplace in the future. The Doorsteps Neighbourhood Services must be fair to all parties involved. Consulting the complainant regarding what actions they would like the organization to take can be of assistance. The range of options may include:

- advising the respondent of the impact of his/her conduct on the complainant;
- an understanding or promise not to conduct himself/herself that way any longer;
- an oral or written apology;
- an oral reprimand;
- a written reprimand delivered to the respondent and recorded in his/her personnel file;
- workplace training in conflict resolution, interpersonal skills, communication skills, anger management,
- referral to counselling;
- transfer or reassignment of either complainant or respondent;
- probation;
- withholding of promotion/partnership;
- demotion or removal from specific committees or responsibilities;
- suspension with or without pay;
- dismissal, termination of employment or expulsion from partnership;
- financial compensation to complainant for expenses incurred due to harassment;
- financial compensation to Organization for expenses incurred for counselling and/or for compensation paid to complainant for mental anguish and stress;
- in-house harassment workshop with mandatory attendance by respondent;
- reinstate the complainant;
- compensation to complainant for lost wages or a severance package;
- provide complainant with a letter of reference, positive referral and assistance in securing another position where possible;
- ensure any necessary access to employment insurance not denied;
- compensation to complainant for psychological/emotional stress;
- a request to have a formal disciplinary meeting with union representation.

2. Health and Safety Policy

Doorsteps Neighbourhood Services is committed to providing a safe and healthy work environment for all employees, “service providers”, volunteers and student placements and upholding the principles and the spirit of all legislative requirements and industry standards. Doorsteps Neighbourhood Services is concerned with the welfare and well-being of employees, “service providers”, volunteers and student placements, visitors and clients. It is recognized that staff, by virtue of the work may be confronted with physical violence/aggression or threat of violence/aggression or allegation of misconduct. Appropriate action will be taken to protect the safety of employees, “service providers”, volunteers and student placements.

Procedure

To ensure a safe environment, staff will adhere to the following procedures;

1. Where possible, be aware of the client's social case history with regards to violence and/or aggression. In Some cases, client files may be flagged to indicate that they have used or threatened violence/aggression, suicide or self-harming behaviour.
2. Appointment in nonresidential settings will be booked only when it is safe to do so and when other staff is on site where possible.in situations where violence is a known factor the supervisor will be informed of scheduled appointments.
3. Whenever possible, furniture in offices and private interview rooms will be arranged to allow staff to exit easily and safely.
4. Appointments scheduled in clients' home will only occur when there is no known risk of harm. Staff should always ensure his/her safety is not in jeopardy by making the initial visit (whenever possible) during daylight hours, leaving themselves and easy exit from the home and not parking where they might be blocked in. Staff will advise the supervisor of the address and estimated time of return.
5. When a situation requires a mobile crisis response (on-site visit), staff will assess to determine the appropriate method of intervention. If based on the assessment, there is little or no threat to the child/youth/adult/family or anyone else, one staff will respond. If it is determined there is the potential for harm, two staff will respond, If there is a clear threat of violence or harm, staff will contact police services and request assistance. In all case, staff will advise the Supervisor of the address and estimated time of return.
6. Carry a cell phone for appointments off site, mobile crisis response or transporting clients.
7. When providing services in community-based settings ie., schools , other agencies etc., staff will be aware of emergency and safety procedures for each setting.
8. Staff having reason to believe that his/her safety is in jeopardy from an assault, threat of an assault or allegation of misconduct will contact his/her Supervisor immediately.
9. Conflicts will be managed using Doorsteps Complaints Management System.
10. As appropriate, the Executive Director will make the Board of Directors aware of any risks as they occur.

The agency utilizes the following data collection methods to monitor and evaluate risk management and safety and safety/security strategies.

- Incident report reviews and analysis
- Serious occurrence report reviews and analysis
- Staff injury quarterly report
- Monthly reports
- Client profiles
- Interviews and debriefing of critical incidents
- Audits of client files, Medication Processes, Policies and Procedures, Licensing/Standard review recommendations and accreditation standards

Doorsteps Neighbourhood Services will develop and maintain a safe and healthy workplace in compliance with legislative requirements and will strive to eliminate any foreseeable hazards which may result in personal injury and illness, fires and damage to property .prevention is the direct responsibility of Management, Supervisors and staff alike. All staff will perform his/her jobs properly in accordance with the established procedures and operating philosophy of the Occupational Health and Safety Act.

Organization's responsibility

- The agency will endeavor to maintain a safe workplace by the following;
- To establish a team of management and frontline representatives to address issues of Health, Safety and Security relevant to the organization.
- To provide appropriate training for all staff and to offer a variety of qualified safety programs.
- To provide safety procedures and abide by all occupational health and safety regulation as required by law.
- To provide proper safeguards in order to eliminate and/or control any physical Hazards that may exist.
- To ensure that First Aid and access to medical attention are available top staff.
- To ensure safety inspections, reporting, fire drills and any other duties deemed necessary are conducted at all facilities as required.

Staff responsibility / General Safety rules

- Whenever involved in an accident, regardless of how minor, report it immediately.
- Get First Aid promptly
- Follow instructions, don't take chances .If unsure, and ask for information.
- Report immediately any condition or practice which could cause injury to individuals or damage to equipment.
- Put everything in its proper place .Disorder causes injury and wastes time, energy and material. Keep the work area clean and neat.
- Use, adjust, alter and repair equipment only when authorized.
- Don't horseplay; avoid distracting others.
- Adhere to all safety rules and regulations.

3. Social Media Policy

Doorsteps Neighbourhood Services is supportive of use of social media and believe, when used properly, it can serve as a useful tool for Doorsteps Neighbourhood Services to help people connect, share, learn and build business relationships online. At the same time it is important to consider the very public nature of social media related security issues and the need to clarify its appropriate use in the workplace. While representing Doorsteps Neighbourhood Services, employees, Volunteers, Student placements and service providers need to be aware of the Doorsteps Neighbourhood Services standards of professionalism and policies when creating profiles and when participating in social networking activities for both work and personal use. This includes, but not limited to privacy and confidentiality, Code of Conduct, accountability, and media relations.

Definition

Social media is defined as any web based internet application that allows the sharing of opinions, insight and perspectives that facilitates online communication between groups of people. As a continuously evolving tool for both personal and professional use, social media outlets enhance communications, interaction, promotions and engagement opportunities for both individuals and organizations. These Social media outlets include but not limited to: Facebook, LinkedIn, YouTube, Myspace, Twitter, Message board, Blogs, etc.

Policy goals

- To define responsible and accountable use of social media for employees.
- To provide guideline for employees that clarify responsibilities associated with both personal and organizational social media use.
- To clarify the organizational interests in social media outlets its communication capabilities and its employees as users and contributors.

This policy applies to

The personal social media accounts that make reference to or infer Doorsteps Neighbourhood Services social media accounts.

Scope

This policy applies to all persons who engage in online social media forums while representing Doorsteps Neighbourhood Services.

Employees Responsibility

Employees, volunteers, student placements and service providers are responsible and accountable for all content published on their individual blogs, online forums or any social media. Therefore careful consideration needs to be applied before publishing any content. Employees, volunteers, student placements and service providers should follow the Doorsteps Neighbourhood Services policies and use their professional judgment and common sense when engaged in online activity. When in doubt employees, volunteers, Student placements and service providers should consult with their direct supervisor or anyone from Management team.

The *doorsteps.ca* attached to employee email addresses implies they are acting on behalf of Doorsteps Neighbourhood Services. Employees, volunteers, student placements and service providers that participate in online forums represent Doorsteps Neighbourhood Services and therefore reflect the organization.

When representing Doorsteps Neighbourhood Services in any online community, employees, volunteers, student placements and service providers are to avoid posting material that may be deemed controversial, offensive or no business related. All comments that are posted to the internet should be professional, factual, informative and respectful with the goal to adding value to the conversation. Engaging in excessive online media use for non-business oriented purposes while at work may result in a loss of privileges and/or disciplinary action.

Professional Standards

Respect for privacy and confidentiality;

Doorsteps Neighbourhood Services is committed to protecting the privacy and confidentiality of personal information of its employees, volunteers, student placements, service providers, clients, donors and other stakeholders. Doorsteps Neighbourhood Services values the trust of those with whom it deals. To maintain this trust the organization upholds high standards for the protection and integrity of all employees, volunteers, student placements service providers and clients' personal information. In preserving the organization's standards of privacy and confidentiality, employees, volunteers, student placements and service providers are not to post private or personal information about Doorsteps Neighbourhood Services' employees, volunteers, student placements, service providers and clients or other stakeholders without their consent, and are not to publish private and confidential information concerning the organization that has not been made public.

However, as this policy does not cover all situations, employees are to use their best judgment and common sense in applying the Code and this policy.

Media relations

Employees, volunteers, student placements and service providers, who are directly contacted by the media or government officials and are not designated as an authorized Doorsteps Neighbourhood Services spokesperson, are to seek approval from their Executive Director before they respond or begin to engage in conversation. This is to ensure that only accurate information regarding Doorsteps Neighbourhood Services goals and standards are being communicated to the public.

Standard for leaving comments/content

As related to Doorsteps Neighbourhood Services and activities, employees, volunteers, student placements and service providers are to refrain from personal attacks or hostile communication. In situation when a staff member disagrees with an online post, he/she is to express the point of view in a friendly and respectful manner, to add value to the conversation and not to escalate the conversation into a heated debate. Employees, volunteers, student placements and service providers are not to post comments that may result in personal or professional attacks. Remember, when in doubt –don't post. Should an employee, a volunteers, a student placements or a service provider come across negative or inaccurate comment regarding the organization, it should be referred to the immediate supervisor or management team so appropriate steps can be taken.

Social Media-Personal use policy

- Employees, volunteers, student placements and service providers who maintain personal social media pages or accounts are required to comply with the following guidelines as they relate to their associate with Doorsteps Neighbourhood Services.
- Employee's *doorsteps.ca* email address is not to be used for personal social media accounts (e.g. Facebook).
- Employees are expected to conduct themselves professionally both while at and away from work. All materials associated with their page may reflect on the company when an employee publicly associated with Doorsteps Neighbourhood Services or related activities.
- Employees, volunteers, student placements and service providers using social media during regular working hours should not have a negative impact on productivity or efficiency. Excessive or inappropriate use of social media for personal reason may be subject to disciplinary action.
- In addition to media requests, employees, volunteers, student placements and service providers are prohibited from speaking on behalf of the organization , releasing confidential information , releasing news or communicating as a representative of the organization without prior authorization act as a designated representative.

Examples of “Do’s”

- Advocate for the organization and follow professional standards as outlined in the policy.
- When representation Doorsteps Neighbourhood Services clearly identify one's self as a staff member and understand situation when a staff member is considered to be representing Doorsteps Neighbourhood Services.
- Acknowledge and recognize that personal and business lives intersect and respect these boundaries.
- Be professional, accurate, and add value to the conversation
- Respect copyright and trademarks
- Recognize the statements made online are permanent records and publicly available –evaluate comments before posting them
- Monitor social media landscape and alert direct supervisor of inaccurate statements about Doorsteps

Neighbourhood Services as well as important remarks.

- Be responsible in balancing work time and the use of social media during work hours for work related purposes to achieve job responsibilities.
- Be mindful not to misuse organization's resources.

Examples of “Do not’s”

- Do not use information that could compromise the safety or security of the organization's employees, volunteers, student placements, service providers and clients.
- Do not make statement , posts or content that could damage the Doorsteps Neighbourhood Services reputation or may show disrespect for the social networking community (criticism, profanity, decimation, sexual , ethnic or racial slurs, obscenity, intimidation , harassment and avoid inflammatory or objectionable topics for example , politics or religion etc.
- Do not take offense of others criticism and don pick fights online.

4. Suspected Child Abuse Policy

Any suspicion that a child may be in need of protection, must be reported to the Children's Aid Society and to the Ministry as a serious occurrence. It is the professional obligation of the staff to report such a suspicion. If they do not report, they may be found to be personally liable as per Reg. 262 under the Day Nurseries Act (DNA).

1. If a staff person has reasonable grounds to suspect a child may be in need of protection, they have a duty to report it to the Children's Aid Society. S/he should also inform the Director of his/her intent to call. S/he could request that the Director or Supervisor be present while the call is made.
2. The staff records observations on the Serious Occurrence Located in the program binder at each site location.
3. The staff and/or Director will then follow any advice from the Children's Aid Society.
4. Once contact with CAS has taken place, the name of the CAS worker is recorded on the Serious Occurrence form.
5. A charge may be levied against individuals failing to report a child in need of protection.
6. The Chair of the Board is informed of the serious occurrence. Confidentiality is maintained.
7. Serious Occurrence form will be filed with the City. Posting of the Serious Occurrence will be done following Serious Occurrence guidelines.

Note: Consultation calls to Children's Aid Society (CAS) may be made at any time. Staffs need to be aware of the importance of reporting to CAS for the sake of the child. It is not the duty of the staff to allege or accuse, but only report a suspicion.

Allegation of abuse made against a Staff Member In the event that an allegation is made indicating that a staff member may have caused harm to a child, the following procedure will be followed:

1. In the event that an individual makes an allegation of abuse against a staff member, the individual is instructed to contact the Children's Aid Society.
2. Clear and concise documentation of the allegation will be made by the Executive Director or designate.
3. The Executive Director may also call Children's Aid to report the allegation.
4. The Ministry will be contacted and a Serious Occurrence Report will be completed and filed by the Executive Director.

5. The Chair of the Board of Directors will be notified.
6. After investigation, the staff member accused may or may not be suspended with or without pay

5. Serious Occurrence Policy

In the event of a Serious Occurrence, the following steps will be taken:

- Immediate attention is to be provided as required. Provide First Aid or call 911.
- Staff will report the occurrence to the Supervisor or the person in charge immediately.
- This person(s) are responsible for conducting a preliminary inquiry which includes:
 - (a) Contact the parents involved;
 - (b) ensure all persons having knowledge of the occurrence remain at the site until excused;
 - (c) contact the Program Manager or Executive Director of Doorsteps;
 - (d) Contact the District Consultants for City of Toronto, Children's Services to report incident.
 - (e) A follow up is then to be conducted with parents, involved staff, and Doorsteps Neighbourhood Services management within 10 days of the occurrence.

What is child abuse?

Generally, child abuse is divided into four types:

1. Neglect
2. Physical abuse
3. Sexual abuse
4. Emotional abuse

Neglect

Neglect is when a parent/caregiver does not provide for the basic emotional and physical needs of the child on an ongoing basis. Examples of neglect include not providing the proper: food clothing ,, housing ,, supervision ,, safe surroundings ,, personal health care ,, medical and emotional care ,, education Children who are neglected physically and emotionally may not develop normally. Some children may suffer permanent damage.

Physical abuse

Physical abuse includes anything a parent/caregiver does that results in physical harm to a child. Physical abuse may happen if a child is punished harshly, even though the parent/caregiver may not have meant to hurt the child.

Examples of physical abuse include: bruises ,, marks in the shape of objects or hand prints ,, shaking ,, burns,, human bite marks ,, fractures of the skull, arms, legs and ribs ,, female genital mutilation .Physical abuse may result in a minor injury (such as a bruise) to a more serious injury which could cause lasting damage or death (for example from shaking a child).

Sexual abuse

Sexual abuse occurs when a person uses power over a child, and involves the child in any sexual act. This abuser is more powerful because of age, intelligence, physical strength, control over the child, and the child's need to be taken care of by others. The offender gets the child to participate by using threats, bribes, lying and taking advantage of the child's trust. Sexual abuse includes involving the child in acts such as:

fondling (touching the child in a sexual way) getting the child to touch the abuser inappropriately ,, oral sex ,, inserting fingers, penis, or objects in the vagina or anus ,, exposing oneself ,, allowing a child to watch pornography ,, involving a child in pornography or prostitution ,, sexual exploitation over the

Internet .Most sexual offenders are people the children know.

Emotional abuse

A parent/caregiver who continually uses any of the following when interacting or disciplining a child is emotionally abusing the child.

Rejecting (e.g., saying “I wish you were never born.”) ,, criticizing (e.g., saying “Why can’t you do anything right?”) ,, Insulting (e.g., saying “I can’t believe you would be so stupid.”) ,, Humiliating (e.g., embarrassing a child in front of other people) ,, isolating (e.g., not allowing a child to play with friends) ,, terrorizing (e.g., scaring a child by saying “The police will come and take you away.”) ,, corrupting (e.g., always swearing in front of the child, or getting the child to participate in things against the law) ,, not responding emotionally, ,, punishing a child for exploring the environment. Children who are exposed to violence in their homes may suffer emotional harm watching a loved one being physically or verbally attacked.

How to document indicators of child abuse

When documenting any indicators of child abuse or family violence remember to:

- record the information as soon as possible, including dates and times
- document the facts without personal judgements, opinions, conclusions, or medical/emotional diagnosis.
- give a clear description of the situation, what was actually seen or heard, and not what you think might be happening
- include what you did or said and why
- describe any gestures made by a child (e.g., hitting motions, sound effects);
- record the words used by a child/parent, even if they are “slang” (especially terms for body parts or sexual behavior).
- include anything that someone else has said that might be important
- describe the size, color and shape of any injury (for example, bruises, marks, burns)
- hand write your own documentation in your own words, using pen
- cross out and initial any mistakes and continue documenting – do not use white-out
- document suspicions of abuse in a separate record
- include the name and phone number of the individual you spoke with at a child protection agency and/or police service, and any advice/direction given
- make sure the entry is complete, then sign and date it
- start a new entry if, at a later date, there is new information or further suspicions of abuse
- Your first recording of the facts is your documentation:
- do not make a rough copy and then write it over in good;
- do not go back and change any of your original notes; and
- do not shred documentation.

Indicators of child abuse

- Indicators are the signs, symptoms or clues which may mean that a child has been abused or may be at risk for abuse.
- Indicators do not prove that a child has been abused. They are clues that should warn people that a child may need help.

- Indicators may be seen in the child's physical health or behaviour, as well as those of the child's caregivers.
- Adults who abuse children may show certain behaviours and attitudes that make other people worry if they should be caring for children.

Do's & don'ts when there is a disclosure

- If you suspect that a child may have been abused or is at risk for abuse, it is not up to you to try to prove your suspicions. Trying to do this may contaminate or ruin the investigation and may put the child at further risk.
- If you suspect a child is being or has been abused or if a child/adult discloses abuse, you must report this information to a child protection agency. The investigation will be done by people who are experts.
- If you have seen or heard something that makes you suspect child abuse, remember to: Control Your Emotions, Try to be calm and relaxed, and Do not look shocked, disgusted or say mean things about who you think may have abused the child. If you feel that you cannot control your feelings, call your supervisor or a trusted friend to talk.

Support children by letting them know that:

- they were very brave to tell
- you are glad they are telling you about this
- you are sorry that this has happened to them
- they are not alone – this happens to other children too
- you will do everything you can to help
- you are there to love and support them
- you want them to tell you the truth – it won't make you mad, shocked or embarrassed

Do not say things like:

- "How can you say those things about ...?"
- "Liar."
- "You must be mistaken."
- "How could you let him/her do those things to you?"
- "Why didn't you tell me this before?"

Children may "take back" what they have said (this is called recanting). These children continue to need your love and support.

Be Aware of the Child's Age & Skills

- Accept the words a child uses (including "slang" words) to describe what happened. Some children do not know the right words for body parts or sexual behaviours. Do not correct or change the words the child uses – it is extremely important for the investigation that the child's words are used when telling what happened.
- Do not use words that may frighten the child, for example rape, incest, child abuse, wife assault or jail.
- Ask Questions That Let The Person Tell What Happened In His/her Own Words
- "Can you tell me more about that?" • "What happened next?" • "How did you get that bruise?"

- Do not ask questions that suggest what happened or who did it, for example “Did you get that bruise because Mommy hit you with a brush?”
- Do not question what the child tells you, for example, by asking “Are you sure it was Uncle Ted?”
- Do not interrupt or add your own words when the child/adult stops talking.
- Do not ask children “why” something may have happened – many children may think you are blaming them for what happened.
- Do not try to change the mind of a child who has recanted or changed his/her story
- Do not keep on asking questions because you want to try to prove or disprove abuse
- Respect The Person Who Discloses
- If a child/adult is telling, listen.
- If a child/adult is quiet, do not try to make him/her talk.
- Do not force a child to undress if you suspect s/he may have injuries.
- Do not show off a child’s injuries to others.

Do not make promises you cannot keep, for example, do not agree to keep what the child said a “secret.” It is important to explain to the child that some secrets must be shared in order to get help, or to keep people from being hurt. Tell the child the information will be shared only with people “whose job it is to help kids.” Answer the child’s questions as simply and honestly as possible. Do not make up answers. For example, if a child asks, “Will Daddy has to go to jail now?” you can only say, “I don’t know. Other people decide that.” Do not tell the child to keep any of your discussions with him/her secret.

Summary of legal requirements for reporting suspicions of child abuse

There are laws in Ontario under the Child and Family Services Act which tell us what must happen when a person suspects that a child may have been abused or is at risk for abuse. Below is a summary of these laws. People working with children are responsible for reporting suspicions of child abuse, not for proving whether or not child abuse has occurred. It is the responsibility of a child protection agency to investigate, with police where necessary, and decide on the best plan for the child.

Duty to report

1. Every person in Ontario, including someone who works with children, must call a child protection agency immediately to report his/her suspicion that a child may have been abused or is at risk for abuse.
2. The person who suspects that a child may have been abused or is at risk for abuse must report to a child protection agency, and cannot ask anyone else to report for him/her.
3. If a person has more suspicions or information about a child, then a child protection agency must be contacted again, even if other reports have been made before.

How old is a child in ontario?

In Ontario a person is a child from birth until his/her 16th birthday.

Protection from liability

If a person reports suspected child abuse, s/he cannot be sued if it is proven that the report was made in good faith and not to cause trouble for anyone.

Failure to report

If a person who has professional or official duties in his/her work with children does not report a suspicion of child abuse, then this person can be charged and fined up to \$1,000. This shows that a child’s safety is the most important thing.

6. Anaphylaxis Policy

At Doorsteps Neighbourhood Services, we realize the importance of identification of all anaphylactic children. We have this Policy in place to help in ensuring that the children in our centres are safe at all times. While it is impossible to create a risk-free environment, we take the following important steps to minimize potentially fatal anaphylactic reactions.

- The parent/guardian of the child will inform Doorsteps Neighbourhood Services of the child's anaphylactic allergy when placing their child's name on the registration or waiting list.
- Prior to enrolment, the family will provide Doorsteps Neighbourhood Services with an allergy information sheet from their allergist where applicable.
- All anaphylactic children are identified to the Staff verbally and the anaphylactic child and their parent/guardian will meet with Doorsteps Neighbourhood Services Staff prior to the child's first day to discuss what steps will be taken to maintain the child's safety. This information will be signed by both Doorsteps Neighbourhood Services Coordinator and the parent/guardian.
- If need be families in Doorsteps Neighbourhood Services centres may be provided with information regarding specific allergies and what steps can be taken to support a safe program (i.e. nut free alternatives). This will be in conjunction with the Health Unit and the child's family.
- Program room staff will take reasonable steps to create a safe program room.
- monitor food brought into centre when and where applicable
- disinfecting of tables before & after eating
- hand washing
- not providing the allergic item
- Staffs are required to be trained on Epi-Pen usage and anaphylactic reactions during their annual CPR recertification.

Confidentiality

There are some relationships that are considered confidential, for example between a doctor and patient, or between clergy and members of the congregation. However, a confidence cannot be kept if child abuse is suspected. No matter what the relationship between people, one must always follow through on the duty to report suspicions of child abuse. (The only exception to this is the lawyer-client relationship.)

7. Confidentiality Policy

- A child's record is considered privileged and confidential. These records include any registration forms, health/allergy forms, health card # (where applicable), phone numbers, email addresses, etc.
- The right to every child and family to privacy is recognized and protected to the greatest extent possible.
- Parents have access to their child's records at any time.
- Written consent of a parent is required prior to the release of personally identifiable information to third parties. Parents must give written permission with signature and date.

Access to a child's records without parental consent may only be given to officials of the following jurisdictions:

- Coroner's Office
- Courts in response to a warrant or court order
- Ombudsman
- Authorities vested in provincial or federal statutes
- Minister and officials to whom he/she has delegated the authority

Doorsteps Neighbourhood Services collects data for the following reasons:

- To inform budget process
- To inform annual report to the Board of Directors and membership
- To determine effectiveness of the program

8. Behaviour Management Policy

Preferred Practices In the Child Care setting there are acceptable and unacceptable behaviours. We need to ensure the children are protected, safe and healthy, and to ensure that the rights of others and the Centre are protected. Staffs do not discipline children. It is a parent's role within an FSP program to discipline their children. Children are encouraged to demonstrate a positive manner at a level that is appropriate to their actions and their ages. Staff will discuss and explain the actions and discipline methods when appropriate. In summary, the staffs provide a kind and understanding atmosphere that involves helping children to develop self-control and self-direction skills. A balance of fairness, flexibility and firmness are necessary in achieving positive behaviour management. The first process in our behaviour management strategy is understanding child development. This enables us to know the level of understanding that the child has and helps us to determine the strategies to use.

Staff, students and volunteers are expected to use the following behaviour management practices when necessary:

- The teachers set clear limits for the children. The limits are consistent, relevant to the developmental stage of the child, and fair. Once stated, they must be followed through.
- Expectations for a child are clearly and positively stated. It is our belief that having these clear expectations ensures that children feel secure in their environment.
- The child is offered choices, when he/she needs to make a decision.
- All staff will use the same method using a team approach. The child's needs are discussed and a procedure(s) put into place.
- Different approaches will depend on different situations and different children, for example:
 1. For Toddlers, the focus is on redirecting, feeling recognition, and encouraging the use of language, redirection, feelings labeled, use of language encouraged, simple explanations of why certain behaviours are unacceptable, to use positive reinforcement of desired behaviour, both verbal and non-verbal, etc...
 2. For Preschools, the focus is on allowing the children to problem-solve for themselves and using lots of verbalization: redirection, act as a mediator to help children solve their problems, explain why behaviour is inappropriate, make a choice for the child and/or offer other choice alternatives, ignore inappropriate behaviour (when possible), remove the child from the situation until he/she can interact



appropriately, and to follow up to discussing the problem with the child before he/she returns to the activity, hold child's hand (i.e. on outings), etc...

3. For Kindergarten and School-Agers, the focus is on self-control and self-direction: use positive verbal and non-verbal reminders in regards to inappropriate behaviour, redirection, act as a mediator to help children solve their problems, verbal problem-solving, peer-mediation, offer other choice alternatives, etc..

Discipline Steps:

- The teacher will explain to the child that this type of behaviour is inappropriate.
- The teacher will re-direct the child to a different activity within the room.
- If aggressive or inappropriate behaviour continues, the child will sit away from the group to calm down and think about his/her actions. After a short period of time, the teacher will have a discussion with the child with respect to his/her actions, and then the child will return to play.

9. Behaviour Code Policy

It is natural for a child to feel angry in response to restrictions or interference. The child needs to know that he/she can assert themselves safely in our environment. The following are the behavioural expectations of the children in Doorsteps Neighbourhood Services programs:

- To be responsible for what they say and do.
- To be polite and respectful of other people.
- To listen to other people when they speak.
- To not say or do any action that is hurtful or harmful to others.
- To treat people the way they would like to be treated.
- To care about other peoples' feelings.
- To tell the truth, even if there is a consequence to their behaviour.
- To try to problem solve for themselves.
- To ask the staff for help, if they are unable to solve the problem themselves.
- To take good care of Doorsteps toys, games and other supplies.
- To take good care of someone else's toys, games and supplies.

Guiding children’s behaviour

Sometimes people confuse the difference between punishing a child and disciplining a child. There is a difference.

Discipline means:

Punishment means:

<ul style="list-style-type: none"> • Using positive ways of guiding children. • Teaching children skills that match their age and abilities. • Children learn to develop self-control. • The adult has control, but the child’s needs, wishes and abilities are respected. • Developing positive relationships between children and caregivers making them feel good about themselves. 	<ul style="list-style-type: none"> • Hurting the child, often because of the adult’s frustration and anger. • The adult is powerful and rules over child who must always obey. • Breaking down relationships between children and caregivers, making the child feel bad.
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Why children misbehave

There are many reasons why children do not behave the way adults want them to behave. Understanding what is causing the problem, when and how often it seems to happen will help you to decide what to do. Am I remembering that:

- the child may be feeling tired, hungry, sick, in pain, frustrated, upset, or bored?
- the child has needs that should be taken care of?
- the child may be wanting attention?
- the child is trying to be in control?
- I may be expecting too much from the child?
- I may not have told the child clearly what I want them to do?
- the child may not understand my rules?
- the child may be feeling unfairly treated or a child may feel that a situation is unfair?
- the behaviour may be part of the child's temperament?
- misbehaving is a way a child may show poor self-esteem?

High-risk caregiver behaviours

There are many caregiver behaviours that, while not intended to harm children, could lead to child abuse if they continue. When reading the list of high-risk caregiver behaviours, one must be honest and ask "Am I like this?" If the answer is "maybe" or "yes" then learning other ways to work with children is important.

Do I:

- resent the needs of the children in my care?
- always want to be in control of the children and how they behave?
- set rules, limits and routines that meet my needs and not the children's needs?
- use or threaten to use physical force with children, including pushing, shoving, shaking and spanking?
- humiliate children (for example by criticizing, insulting, embarrassing them, even in front of others)?
- fail to understand why children misbehave?
- use punishment instead of positive discipline?
- have trouble responding to difficult behaviours?
- expect too much from myself or the children?
- feel and show a dislike toward a certain child?
- have a hard time controlling my anger?
- feel stressed out, have difficulty coping, thinking "I have to do it all myself" and not ask for help?
- fail to step in to protect a child who is being physically or emotionally hurt?
- have a special relationship with a certain child by: letting the child do or have more; wanting to be alone with that child; or trying to keep the relationship with the child a secret?
- ignore the laws that protect children and the child protection system?

Suggestions for high-risk caregivers

- Talk about your feelings and the pressures of the job with someone who understands and has experience with children (e.g., a colleague, your supervisor).
- If you are getting upset, try to calm yourself by taking a “time out” for yourself, doing deep breathing, listening to music or whatever relaxation activities work for you.
- If you work with an agency, talk to your supervisor to develop better ways of responding to children’s behaviour, and ways for you to cope better.
- Get more information through workshops, reading, and videos on what to expect from children, positive communication with others, and positive guidance.
- Try to have contact with other staff/caregivers and children, so you do not feel you are on your own.
- Get professional help to work through your own problems and to learn how to control anger.
- Understand the laws that protect children.
- Recognize that this may not be the right time to be caring for children.*
- *If a staff person/caregiver is exhibiting high-risk behaviour, it may be advisable for a supervisor to consider re-evaluating the person’s duties until the situation is evaluated and any recommended supports implemented.

Service level guidelines

- Process for the recording and reporting of services that includes:
- Daily data collection is rolled up monthly by Program Coordinator and reviewed by Program Manager and/or Executive Director
- Procedures in place to ensure participants are counted once
- Participant attendance is collected daily by ECE, Family Resource Staff or Program Coordinator/Supervisor.
- Guidelines regarding how and what to count have been developed
- Quarterly monitoring of data collection process is to be conducted and shared by Program Coordinator/Supervisor with Senior Management (Program Manager, Executive Director).
- Quarterly reports (financial and service targets along with variances) are to be submitted by the Executive Director to City of Toronto, Children’s Services.
- Quarterly Year-to-date reports must be signed by authorized agent of Doorsteps Neighbourhood Services and originals submitted to Children’s Services.

10. Access, equity, human rights policy

Doorsteps Neighbourhood Services recognize and value the uniqueness, dignity and worth of all persons in our community, and we commit to treating clients, community members and each other with respect and dignity. The Agency acknowledges the existence of individual and system barriers that deny people rights and opportunities, and create barriers to full access and participation. We are committed to identifying and working towards eliminating these barriers including prejudice, oppression, discrimination and harassment to ensure access and equity for all clients, staff, volunteers, Board members and associates of the organization.

This policy is intended to educate and inform. Everyone at Doorsteps Neighbourhood Service is responsible for creating and maintaining a discrimination-free environment. However, the onus falls on the Board of Directors for advancing policies and on the Executive Director and the management team for their implementation in the day-to-day operations and delivery of programs and services.

This policy applies within Doorsteps Neighbourhood Services, and at all satellite locations, and all Doorsteps Neighbourhood Services related activities off-site. Its purpose and goals are consistent with the equality provisions of the following established charters and policies:

- Accessibility for Ontarians with Disabilities Act
- Canadian Charter of Rights and Freedoms
- Canadian Human Rights Acts
- Canadian Multicultural Act
- United Nations Universal Declaration of Human Rights

Objectives:

- To recognize and promote the ideal that the dignity and worth of every person at Doorsteps Neighbourhood Services is paramount and that all individuals shall be treated fairly and with respect.
- To promote compliance with the Ontario Human Rights Code and the Occupational Health and Safety Act, thereby aiming at identifying and removing all aspects of discrimination and harassment in our workplace and to ensure the safety of our workers and all who attend our premises.
- To promote compliance with the Accessibility for Ontarians with Disabilities Act, thereby aiming at identifying and removing barriers and ensuring a harassment and discrimination free environment for individuals with visible and invisible disabilities.
- To undertake to develop outreach programs that would lead to fuller participation of all persons within the community that Doorsteps Neighbourhood Services serves.
- To remove barriers associated with prejudice, stereotyping, oppression, discrimination and harassment, thereby promoting enhanced access to services and opportunities.

To create a confidential complaints process that would allow for the receipt and investigation (where necessary) of complaints of harassment and/or discrimination.

Responsibilities

Board of Directors :

- Ensure that this policy is strictly enforced.
- Govern within an anti-oppression, anti-racism, anti-discrimination and anti-harassment framework.
- Ensure that the recruitment and retention of clients, staff, volunteers, and Board Members reflects the diversity of the community Doorsteps Neighbourhood Services serves.
- Comply with all duties and responsibilities set out in the Occupational Health and Safety Act, as amended.

Executive Director:

- Ensure that this policy is strictly enforced.
- Ensure that the organization functions within an anti-oppression, anti-racism, anti-discrimination and anti-harassment framework.
- Comply with all duties and responsibilities set out in the Occupational Health and Safety Act, as amended.
- Ensure that anti-oppression, anti-racism, anti-discrimination and anti-harassment education and training will be conducted throughout the organization on an ongoing basis.
- Ensure that in the recruitment and retention of clients, staff, volunteers and associates, that Doorsteps Neighbourhood Services reflects the diversity of the community it serves.
- Monitor, evaluate, review and revise operational policies and procedures, systems and structures to ensure congruence with this policy.
- All communication from Doorsteps Neighbourhood Services is monitored to ensure they are free of bias.

Directors/Managers/Coordinators/Supervisors:

- Understand and abide by the requirements of this Policy;
- Communicate and review this policy with staff and employees who they supervise or manage;
- Verify that all contractors or other third parties who attend on Doorsteps Neighbourhood Services' premises are aware of this policy;
- Participate in any training on this policy, as appropriate
- Respond to all Access and Equity complaints or incidents, efficiently and professionally and in accordance with the Policy; and
- Promptly report to the Executive Director all Access and Equity incidents or complaints, witnessed, responded to or received.

Staff:

- Comply with and uphold this Policy at all times;
- Immediately notify their supervisor or designated person of any breaches of the access and equity policy, regardless of whether the notifying staff member is the victim or not;
- Fully cooperate in any investigation, reporting or complaint procedure undertaken by Doorsteps Neighbourhood Services under this Policy or in response to any incident or complaint of any breach of this Policy; and
- Fully participate in any training of this Policy.

Implementation:

The procedures to accompany this policy are currently being developed and will be completed by December 2015), and included within this policy. These procedures will include actions to be taken within the following areas:

- Advocacy
- Programs and Services
- Board and Staff Training and Development
- Recruitment and Hiring
- Access and Equity Complaints Process

11. Criminal reference checks policy

The Ministry guidelines state that agencies providing direct services to children and or vulnerable persons are required to have Criminal Reference Check policies and procedures included in their hiring practices. Criminal Reference Checking is a precautionary measure designed to ascertain whether potential employees have a record of criminal convictions, which would make them unsuitable for positions of trust. It is in keeping with these guidelines that Doorsteps Neighbourhood Services (DNS) incorporates Criminal Record Information Checks into its recruitment practices. It is our commitment to ensure the safety of all children involved at all the locations that we operate. All prospective employees of Doorsteps Neighbourhood Services Children's Programs having direct, unsupervised contact with children will be required to consent to a Criminal Reference Check. Criminal information obtained will be kept confidential. All students and volunteers placed at Doorsteps Neighbourhood Services will be required to have a Criminal Reference Check since it is the policy that all students and volunteers will never be alone in an unsupervised situation with a child and all students and volunteers are aware of this policy. The Administrative fee for the Criminal Check will be payable to the Toronto Regional Police by the candidate unless otherwise agreed upon by the agency and the candidate. All Criminal Record Checks must be submitted to the Executive Director which will be kept in confidential personnel files.

Procedure:

- All candidates for job positions will be told that a criminal reference check is required prior to commencement of working at any of Doorsteps' locations.
- If a candidate has been successful a Conditional Proposal of Employment will be completed.
- The offer of employment is contingent on the return of a favourable Reference Check.
- The candidate will forward the signed form and fee to the Toronto Regional Police. The Police Department will forward the results directly to the candidate.
- A positive response indicates that a criminal record does exist. When this occurs it will be at the discretion of the Director on how to proceed. It will not necessarily preclude employment; however, serious consideration as to the suitability of the candidate to work at Doorsteps Neighbourhood Services will need to be determined.
- If the candidate is deemed inappropriate the Executive Director will notify the individual of the decision. A notation is made to the candidate's Resume File. The form will not be retained by The Doorsteps.
- Despite having a criminal record, the candidate may still be considered, depending upon extenuation factors such as the type of conviction, length of time since the conviction, frequency, etc. The Executive Director will consult with the candidate and / or the Board of Directors as needed to make the decision. If the candidate is hired, a notation will be placed in their personal file indicating a positive response and the stipulations concerning the decision to hire.
- A negative response indicates there is no criminal record and the Executive Director can proceed with the hiring by advising the candidate. A notation will be made in the candidate's personal file that the criminal check was negative.
- The Executive Director may make a conditional job offer to the candidate pending the result of the Criminal Reference Check. The Executive Director will provide a Conditional Proposal of Employment Form to be signed by the candidate to ensure that the candidate understands that they

will not be left unsupervised with the children until the results of the check is shared with the Director. (This may be necessary if a considerable amount of time is required before receiving the results of the check and the immediate need for staff at Doorsteps.)

- An employee must submit an annual Criminal Reference Check.

12. Professional development policy

Any PD opportunity that has been approved will be honoured as long as it stays within budget restrictions. In a constant effort to promote professionalism in the field of Early Childhood Education, Doorsteps' Children's Programs believes in the importance of promoting and Supporting Professional Development and continuing education. Full-time permanent employees are encouraged to participate in educational activities while staying within a budget which can be discussed with the Executive Director. The Executive Director must authorize all professional development opportunities prior to reimbursement. When participating in any Professional Development opportunity the first priority is to ensure that the programs operated by Doorsteps Neighbourhood Services are staffed fully and appropriately. Time away for PD should not have an adverse impact on any program operated by Doorsteps. In most cases, alternate staffing arrangements can be made provided sufficient notice is given by the employee.

Year-to-date procedure

- YTD report sheets are received from Children's Services
- YTD report sheets are sent to Financial Administrator. Financial information is recorded.
- YTD reports are sent to Executive Director for review of financial reporting
- Any questions/changes are discussed between Executive Director and Financial Administrator
- Executive Director and Early Years Coordinator go over service target projections
- Early Years Coordinator complete service data reporting based on daily input records through agency database.
- Executive Director reviews service targets and discusses variances with Early Years Coordinator. Variance explanations are completed during this meeting between Executive Director and Early Years Coordinator
- Final review of both financial and service targets by Executive Director
- Completed forms (unsigned) are sent to Children's Services (electronically)
- Board member signs off
- Signed forms are sent to Children's Services.



13. Acknowledgement

Your guide to Work Place Policy, Health and Safety Policy ,Social Media Policy, has been prepared to create positive workplace environment in which all employees, volunteers, student placements and service providers are treated with respect and dignity, and to inform you of the basic requirements expected of you as a Doorsteps Neighbourhood Services’ employee, volunteer, student placement and service provider.

I _____ acknowledge that I have read, understand and agree to comply with Doorstep Neighbourhood Services’ Policy guide. Further, I agree to adhere to this policy and will ensure that employees, volunteers, student placements and service providers working under my direction adhere to these guiding principles. I understand that if I violate the rules and procedures outlined in this policy, this may result in disciplinary action up to and including termination of employment with Doorsteps Neighbourhood Service.

Signature: _____ Date: _____

Supervisor’s Signature _____ Date: _____