

# JASPER VICTIM SERVICES



# POLICIES & PROCEDURES MANUAL

Revised: February 2010

**Jasper Victim Services  
Policy & Procedures Manual  
February 2010**

**TABLE OF CONTENTS**

---

1.0 INTRODUCTION

- 1.1. Principles of Justice for Victims of Crime 2003
- 1.2. Program Guidelines For Jasper Victim Services
- 1.3. Policy Making
- 1.4. Definition of Key Terms
- 1.5. Code of Professional Conduct
- 1.6. Confidentiality
- 1.7. Conflict of Interest
- 1.8. Screening Employees
- 1.9. Duty of Care
- 1.10. Client/Community Expectations
- 1.11. Position of Trust
- 1.12. Harassment
- 1.13. Privacy

2.0 FRAMEWORK POLICIES

- 2.1 Mission Statement
- 2.2 Vision Statement
- 2.3 Values
- 2.4 Goals and Objectives
- 2.5 Organizational Chart
- 2.6 By-Laws
- 2.7 FOIPP
- 2.8 Local Working Agreement

3.0 GOVERNANCE POLICIES

- 3.1 Board Members
- 3.2 Board Function
- 3.3 Executive Committee Job Descriptions
- 3.4 Committee Principals
  - 3.4.1 Board Committees
- 3.5 Responsibilities of the Board
- 3.6 Board Meetings
- 3.7 Annual General Meeting

## 4.0 HUMAN RESOURCES

### 4.1 Board Members

- 4.1.1 Board Member Recruitment
- 4.1.2 Board Member Job Description
- 4.1.3 Board Member Orientation and Training
- 4.1.4 Board and Committee Evaluation
- 4.1.5 Board Member Leave of Absence
- 4.1.6 Board Member Resignation and Termination

### 4.2 Unit Coordinator

- 4.2.1 Unit Coordinator Recruitment
- 4.2.2 Unit Coordinator/Board Relationship
- 4.2.3 Unit Coordinator Terms and Conditions of Employment

### 4.3 Administrative Assistant

- 4.3.1 Administrative Assistant Recruitment
- 4.3.2 Administrative Assistant Terms and Conditions of Employment

### 4.4. Victim Advocates/Volunteers

- 4.4.1 Victim Advocate Recruitment
- 4.4.2 Volunteer Recruitment
- 4.4.3 Victim Advocate Terms and Conditions of Employment

## 5.0 PROGRAM OPERATIONAL POLICIES

### 5.1 Direct Client Services

- 5.2 Protocols
- 5.3 Legal Remedies
- 5.4 File Management
- 5.5 Advocate Care and Safety
- 5.6 Program Accessibility
- 5.7 Transportation
- 5.8 Travel and Meeting
- 5.9 Clothing and Kit

## 6.0 FINANCIAL OPERATIONAL POLICIES

### 6.1 Resource Administration

- 6.2 Finance Committee Responsibilities
- 6.3 Treasurer
- 6.4 Unit Coordinator
- 6.5 Monitoring the Budget

- 6.6 Bookkeeping
- 6.7 Signing Authority
- 6.8 Financial Records
- 6.9 Petty Cash
- 6.10 Cheques
- 6.11 Financial Reporting
- 6.12 Audited Financial Statements
- 6.13 Reserve Fund

7.0 APPENDICES

- 7.1 Jasper Victim Services Unit – Advocate Agreement
- 7.2 Jasper Victim Services Unit – Agreement of Voluntary Contribution
- 7.3 Jasper Victim Services Unit – Advocate Oath of Confidentiality
- 7.4 Jasper Victim Services Unit – Advocate Code of Ethical Conduct

**Section: 1.0**

## **INTRODUCTION**

### **Introduction for Jasper Victim Services Unit Policies**

---

#### **POLICY**

Policies introducing the organization of the Policy Manual for Jasper Victim Services will be found in this section.

## INTRODUCTION

Section: 1.0

Number: 1.1

### Principles of Justice for Victims of Crime, 2003

---

#### POLICY

“In honour of the United Nations’ Declaration of Basic Principles of Justice for Victims of Crime, and with concern for the harmful impact of criminal victimization on individuals and on society, and in recognition that all persons have the full protection of rights guaranteed by the *Canadian Charter of Rights and Freedoms* and other provincial Charters governing rights and freedoms; that the rights of victims and offenders need to be balanced; and of the shared jurisdiction of federal, provincial, and territorial governments, the federal, provincial, and territorial Ministers Responsible for Criminal Justice agree that the following principles should guide the treatment of victims, particularly during the criminal justice process. “ Jasper Victim Services will, to the best of their ability, adhere to the following principles.

#### GUIDELINES

##### Principles

- A. Victims of crime should be treated with courtesy, compassion, and respect.
- B. The privacy of victims should be considered and respected to the greatest extent possible.
- C. All reasonable measures should be taken to minimize inconvenience to victims.
- D. Victims should promptly receive access to, in accordance with the *Act* and the regulations; financial benefits for the injuries that they have suffered.
- E. The safety and security of victims should be considered at all stages of the criminal justice process and appropriate measures to protect victims from intimidation and retaliation should be taken when necessary.
- F. Information should be provided to victims about the criminal justice system and the victim’s role and opportunities to participate in criminal justice processes.
- G. Information should be provided to victims, in accordance with prevailing law, policies and procedures, about the status of the investigation, the scheduling, progress and final outcome of the proceedings and the status of the offender in the correctional system.

- H.** Information should be provided to victims about available victim assistance services, including the Victim Impact Statement Program, requesting restitution, means of obtaining financial reparation and other assistance and programs.
- I.** The views, concerns and representations of victims are an important consideration in criminal justice processes and should be considered in accordance with prevailing law, policies and procedures.
- J.** The needs, concerns and diversity of victims should be considered in the development and delivery of programs and services, and in related education and training.
- K.** Information should be provided to victims about available options to raise their concerns when they believe that the above principles have not been followed.

## INTRODUCTION

Section: 1.0

Number: 1.2

### Program Guidelines For Jasper Victim Services

---

#### POLICY

Police-based victim services programs operate out of a police facility, utilize volunteers for service delivery, are supported by the community and provide information, assistance or support, and referrals to victims of crime in accordance with the principles outlined in Section 2(1) of the *Victims of Crime Act* (VOCA). This service will be extended to victims of crime and trauma regardless of age, race, gender, ethnicity, religion, socio-economic status or sexual orientation.

#### GUIDELINES

##### Call-outs

On request from the RCMP, the Unit provides assistance for:

- All violent crimes,
- All non-violent crimes,
- Incidents under the Motor Vehicle Act,
- Tragedies, such as, but not limited to suicide, fire or disaster.

On request from the Hospital, COS, and Parks Canada, the Unit provides assistance for:

- Individuals in motor vehicle accidents,
- Individuals who have come to the hospitals' attention due to the Mental Health Act,
- When not responding directly to the Hospital or the RCMP Detachment, supports may not be provided in person, and arrangements may be made over the phone. Advocate safety is always a primary concern.

##### Location

Jasper Victim Services provide services:

- At the scene,
- At the client's home,
- At the detachment,
- At the hospital, or
- Any other safe place.

##### Geographic Area

The Unit provides services to:

- Jasper National Park



- Municipality of Jasper
- Jasper RCMP detachment area,
- Other detachments – the Unit will provide services to victims who:
  - correspond with the Unit,
  - attend our office,
  - call on the telephone, or
  - are referred from another Unit
  - are approved by the RCMP or Coordinator

**Type of Assistance**

- Information, support and referral according to the regulations set out by the Dept. Of the Solicitor General

**Service Guidelines -  
Volunteers**

- Jasper Victim Services offers comprehensive training to enable volunteers to provide effective intervention to victims of crime and trauma.

**Service Guidelines –  
Public Education**

- In conjunction with police service strategies, programs are to develop and implement a public education plan that increases community awareness and prevents re-victimization. The Jasper Victim Services Unit works together with the community to reduce the effects of victimizations resulting from crime or trauma.

## **INTRODUCTION**

**Section: 1.0**

**Number: 1.3**

### **Policy Making**

---

#### **POLICY**

Jasper Victim Services Unit will establish policies for the orderly and efficient operation of the organization. The policies will be compiled in a Policy Manual. The purpose of the Jasper Victim Services Unit Policy Manual is to serve as a blueprint or general guideline for action of the organization to ensure a consistent and high-quality service is provided to victims of crime and victims of tragedy. Jasper Victim Services Policy Manual will follow the following guidelines for writing, revising and utilizing policies.

#### **GUIDELINES**

##### **Policy Statement**

Policy means a broad general statement of Jasper Victim Services overall intention in certain areas of responsibility covered by the policy.

##### **Guidelines**

Guidelines describe the key characteristics of the program.

##### **Policy Developing Process**

- The Board and the Coordinator may develop new or revise policies following the identification of a need.
- The Board sends the suggestions to the Policy Committee, which develops or revises policy.
- The revised or new policies are circulated to Board members for their input. All new and revised policies are brought to the Board for approval.
- It will be the responsibility of the Unit Coordinator to update the policy manual and ensure procedures are developed to carry out the intent of the policy

##### **Policy Filing System**

- All new or revised policies should be kept in the current Policy Manual in a loose-leaf binder at the Jasper Victim Services Office.
- All new or revised policies should also be stored on a computer disc at the Jasper Victim Services Office.
- All outdated policies must be removed from the policy

manual and kept on file at the Jasper Victim Services Office.

**Employee  
Responsibility**

- Upon commencing employment, all personnel are required to read policies and procedures.
- All personnel are required to read up-dated or revised policies approved by the Board.
- All policies will be available in the Jasper Victim Services' office.

**Policy Writing  
Guidelines**

Prepare using the format as follows:

- Policy number: The Chairperson of the Policy Committee will assign the number of the new policy subsequent to the policy being approved.
- Classification

INTRODUCTION	1.0
FRAMEWORK POLICIES	2.0
GOVERNANCE POLICIES	3.0
HUMAN RESOURCES	4.0
PROGRAM OPERATIONAL POLICIES	5.0
FINANCIAL OPERATIONAL POLICIES	6.0
APPENDIXES	7.0
- Category: 2.3.3, 2.3.3.1, 2.3.3.2, etc. The subject number allows a breakdown of topics within the policy.
- Approved by: Jasper Victim Services Board.
- Date: The date the policy and/or the procedures are approved by the Board.
- Revision Date: The date the policy and/or procedures were revised by the Board.
- Policy Title: The title will identify the policy for indexing.

## **INTRODUCTION**

**Section: 1.0**

**Number: 1.4**

### **Definitions of Key Terms**

---

## **POLICY**

Jasper Victim Services' policies are based on the working definitions of key terms.

## INTRODUCTION

Section: 1.0

Number: 1.5

### Code of Ethical & Professional Conduct

---

#### POLICY

The Code of Ethical & Professional Conduct for employees is a set of rules outlining standards of acceptable conduct of employees. It makes it clear to all employees what is expected and reduces confusion and possible conflict.

#### GUIDELINES

- Terms of Employment**
- All Victim Services Personnel (paid and unpaid staff including Unit Coordinator, Administrative Assistants, Board Members, Victim Advocates and volunteers) must sign a Code of Ethical Conduct upon recruitment.
  - Failure for any member of Jasper Victim Services to abide by the Code of Professional Conduct may lead to dismissal from Jasper Victim Services.

**Specific Conduct**

All employees must agree to:

- Abide by the mission, vision and values of the Unit,
- Observe all rules of the Jasper Victim Services Policy and Procedures Manual.
- Observe all rules set out by the RCMP, the Solicitor General and the Societies Act.
- Adhere to all accounting procedures of Jasper Victim Services.
- Represent Jasper Victim Services in a positive way.
- Not discuss confidential issues of Jasper Victim Services with people outside the Unit.
- Not use illegal drugs, and not consume alcohol when on duty.
- Not accept gifts from clients.
- Not use their position with Jasper Victim Services to unfairly obtain employment with the Unit.

- Advise the Unit Coordinator if found guilty of a criminal offense.
- Follow any grievance procedures set down by the Board to try to resolve any conflicts with other staff.
- Not harass in any form clients or other staff or member of Jasper Victim Services or RCMP.
- Not abuse physically or verbally clients or other staff members of Jasper Victim Services.
- Treat clients with courtesy, respect and dignity and provide services to the best of their ability.

## **Board Members**

The Board of Directors for Jasper Victim Services will govern in an ethical and business-like manner, always mindful of its obligation to be accountable for the effective accomplishments of the Unit.

Board members will:

- Act honestly and in good faith.
- Ensure that the organization carries out activities within its purpose, according to the Unit's mission, vision and values.
- Disclose potential conflicts of interest as soon as they arise. This includes the Board member removing him/herself from a particular discussion, decision or voting, or resigning from the organization.
- Not use their position and information for personal benefit or advantage at the expense of the organization.
- Act in the best interests of the organization. The interests of the organization are the members as a whole, not any particular member or group of members.
- Ensure that duties delegated to staff are carried out competently and in the best interests of the organization.
- Respect the privacy and confidentiality of information obtained in the course of their work and not share the information that refers to clients or staff members of the Unit to any group or individual outside the organization.

**Victim Advocates,  
Paid and Unpaid  
Staff**

At no time will a volunteer Advocate, paid or unpaid staff member conduct him/herself, either personally or professionally in such a manner as to bring Jasper Victim Services, any of its Board members, staff, volunteer Advocates or RCMP into public dispute or ridicule. In his/her professional conduct, the employee shall:

- Maintain high personal and professional standards in the capacity of a service provider and Advocate for clients.
- Seek and maintain proficiency in the delivery of services to clients.
- Not discriminate against any victim, employee or member of the public on the basis of age, gender, disability, ethnicity, race, national origin, religious belief, or sexual orientation.
- Not reveal the name or other identifying information about a client to the public without clear permission or legal requirements to do so.
- Distinguish clearly his/her personal views from positions adopted by the organization. Advocates must not speak for the Jasper Victim Services when interacting with staff, the public, the press or other entities. Advocates must not make any judgments of staff performance, Board of Directors' decisions, or RCMP actions.
- Deal with outside entities or individuals, clients, staff and with each other using fair play, ethics and straightforward communication.
- Not use his/her official position to secure gifts, monetary rewards, or special privileges or advantages.
- Report to competent authorities the conduct of any colleague that constitutes mistreatment of a client or that brings the profession into disrepute.
- Report to competent authorities any conflict of interest that prevents him/her or a colleague from being able to provide competent services to a client or to work cooperatively with colleagues or to be impartial to the treatment of a client.

- Use appropriate actions and comments in a group and individual behavior when referring to Jasper Victim Services, RCMP, or any other affiliated individual or organization.
- Be trustees of client and police confidence and security.

**Program  
Representation**

- Approval from the Unit Coordinator must be obtained prior to representing the Jasper Victim Services program or the Jasper RCMP Detachment at meetings, in public or to members of the media.
- Advocates must make it clear that they do not represent Jasper Victim Services when they have not been assigned to that file.
- Advocates must present themselves as a member of the Jasper Victim Services program, never as a police officer or investigator, or a counselor.
- Jasper Victim Services personnel must dress in conservative attire at all times. Mini-skirts, tank tops, muscle shirts, short-shorts, are not allowed.
- Consumption of alcoholic beverages or use of drugs, while on call or providing services to victims, or presenting the program in an unprofessional capacity will result in immediate dismissal through the Unit Coordinator.
- Advocates will be dismissed immediately from the program if they are known to be drug or alcohol abusers.

**Staff as Client**

- Where an applicant for a staff position has been a client of Jasper Victim Services, depending on the nature and severity of the incident, the Unit Coordinator shall determine if the applicant will be accepted. Where it is difficult to make a decision, the Unit Coordinator will consult with the President of the Board, and/or Chairperson of the Personnel and Training Committee, and/or the RCMP liaison member
- Where a member of the Board of Directors or staff required the services of Jasper Victim Services as a client, permission must be obtained from the President of the Board, Chairperson of the Personnel and Training Committee, or Unit Coordinator to remain in his/her position.



## **INTRODUCTION**

**Section: 1.0**

**Number: 1.6**

### **Confidentiality**

---

#### **POLICY**

All employees of Jasper Victim Services are required to adhere to confidentiality procedures.

#### **GUIDELINES**

##### **Confidentiality Oath**

- All Board Members, administrative workers and special events volunteers of Jasper Victim Services will sign an Affirmation of Confidentiality and will comply with same.
- All Victim Advocates will sign an Affirmation of Confidentiality and will comply with same.

##### **Client Information**

- No client information is to be released without consent of the client except where authorized by legislation.
- A client's consent must be given voluntarily, without coercion or undue influence. Clients must be informed of their right to withhold, give and revoke such consent.
- Advocates must consult with the Unit Coordinator when they receive any requests for release of client information.
- All information and data received and compiled by the staff while performing its duties on behalf of Jasper Victim Services shall be treated as confidential for the benefit of Victim Services and shall not be disclosed or made known to any other person except as authorized by Victim Services and the RCMP.
- All files, documents and material relating to the activities conducted by the staff are deemed the property of Jasper Victim Services and shall remain in the sole ownership and control of Jasper Victim Services.

**Personnel  
Information**

- Only the Unit Coordinator and RCMP liaison member will see Victim Advocate information unless another staff needs information to do his or her job.
- Confidential information is released only with the consent of the individual.
- Jasper Victim Services will keep a minimum of confidential personal information about staff and volunteers on file. Personal information that must be available to the organization, such as telephone numbers will be kept in an appropriate and accessible place in the office.
- Confidential information will be kept a minimum of one year after the departure of that person from the employment of the Unit. After one year the information may be destroyed.

**Terms of  
Confidentiality**

- If an individual fails to safeguard, releases without appropriate authority or uses information/assets for unauthorized purposes, such action may constitute a contravention of the Official Secrets Act, the Access to Information Act, the Privacy Act or other Acts of Parliament, a breach of the Government Security Policy or the Oath of Secrecy. These provisions apply both during and after service to the Victim Services Program.
- Any attempt to breach or an actual breach of confidentiality is grounds of immediate dismissal from the Victim Services Program.
- Under the Rules of Evidence, a Victim Advocate may be subpoenaed to appear in court and give testimony and/or be required to supply information to the police for investigational purposes.
- Classified or designated information/assets must be returned immediately to Jasper Victim Services when that person no longer requires access to such information/assets.

**Guidelines for  
Confidential Material**

- All information involving police files is confidential. The Victim is entitled to be informed of:
  - Case status,
  - Names of investigators,
  - Names of persons charged (**not young offenders**), and
  - Court disposition and dates.
- All information regarding youths is confidential no matter with whom you are dealing. Exceptions for release of young offender information is subject to RCMP approval, which must be documented.
- Ensure you are speaking with the complainant before you identify yourself, the program, or discuss any aspects of the case, including the type of occurrence.
- Only the Unit Coordinator is to have access to any detachment records.
- Should you have personal knowledge of the Victim, suspect or accused on any file, you are not to make contact on that file unless you have consulted the Executive Director.
- Should you encounter a situation of which you have prior knowledge (conflict of interest) you are not to become involved as a Jasper Victim Services' Advocate, (i.e., a patient admitted to the hospital where you work has attempted suicide and you see how the program can help him/her). You would be breaching the confidentiality of your job as well as the program by becoming involved.
  - You may refer the person back to the Unit Coordinator in which case the file would be assigned to another Advocate.
  - Under no circumstances are you to request further police information about people or situations of which you have knowledge gained outside of your duties as an Advocate.

## INTRODUCTION

Section: 1.0

Number: 1.7

### Conflict of Interest

---

#### POLICY

All employees and RCMP liaison members shall not engage in employment, business or volunteer activities that create a conflict of interest or an apparent conflict of interest between their private interests and their responsibilities to the Unit. The onus is on the employee to make a declaration regarding conflict of interest.

#### GUIDELINES

##### Decisions of Conflict of Interest

- Dealings between employees with clients, community members, businesses, agencies and related parties must be conducted with honesty and integrity and in accordance with the principles and intent of this policy.
- Decisions regarding conflict of interest shall be based on:
  - The extent to which the activity will impact the usual duties and responsibilities of the employee,
  - The degree to which other options are available in the community, and
  - The extent to which the activity will impact on the Unit.

##### What Employees Cannot Do

No employee of Jasper Victim Services shall:

- Use his/her position to solicit personal business, secure special privileges, favours or exceptions for him/herself or others.
- Accept monetary or other payment, a gift, favour or service from any individual or corporation for personal use. Hospitality between persons doing business together, tokens exchanged as part of protocol or the normal presentation of gifts to persons participating in public functions, for duties, which they perform in the course of their responsibilities on behalf of Jasper Victim Services, will not be considered a conflict of interest.
- Engage in outside employment or volunteer activity that appears to have been performed on behalf of Jasper Victim Services.
- Refer the client to a private practice or business in which he/she, or another victim services employee, has a vested

interest.

- Provide residential services to clients.
- Have a relationship with a client while actively involved with that file.
- Act in any way to bring Jasper Victim Services in disrepute.

**Notification of  
Conflict of Interest**

- An employee shall immediately report to his/her supervisor knowledge of any actual or potential conflict of interest.
- When there is a conflict of interest, it is the responsibility of the individual to make immediate arrangements to remove him/herself from or cease the activity.

**Management Decision  
– Victim Advocate**

- When a conflict of interest is deemed to actually or potentially exist, the Unit Coordinator shall consult with the Chairperson, and if necessary the Executive Committee.
- The decision of the Unit Coordinator and Chairperson and Executive Committee, if consulted, will be communicated to the employee in writing.

**Management Decision  
– Board Member**

- When a conflict of interest is deemed to actually or potentially exist, the Board shall notify the Board member in writing of its decision.

## **INTRODUCTION**

**Section: 1.0**

**Number: 1.8**

### **Screening Employees**

---

## **POLICY**

When hiring employees, all potentially new employees (paid staff, volunteers, Victim Advocates and Board members) will undergo a comprehensive and thorough screening process. This screening process will protect the client from harm and will protect the Unit from liability. The procedures to follow will depend on the position.

## **GUIDELINES**

### **Board Member**

- All people interested in becoming a Jasper Victim Services Board member will:
  - Receive a copy of the job description,
  - Receive a package that describes the job, responsibilities and expectations of Board members,
  - Receive an application form. This application form is standardized and requires the following information:
    - Demographics of the applicant (name, address, telephone number),
    - Qualifications – education and skills,
    - Reason/motivation for volunteering,
    - Background experience – relevant paid and unpaid work or hobbies,
    - References – three reference checks are required. They can be a combination of personal and professional references,
    - Police record check, and
    - Dated and signed consent forms to give the Unit permission to contact references and to do a police check.

- The President or designate will conduct all qualification checks, reference checks and police record checks.
- The Board member's name will be submitted to the Nominating Committee and will be up for election at the Annual General Meeting.
- Once elected, the Nominating Committee will provide the Board member with an orientation package.
- All Board members will be on a one-year probationary period and will be subject to the same discipline and dismissal policies as other employees.

**Paid Staff, Victim Advocates**

- All people interested in becoming a Jasper Victim Services employee will:
  - Receive a package that describes the job, responsibilities and expectations of the position,
  - Receive an application form. This application form is standardized and will require the following information:
    - Demographics of the applicant (name, address, telephone number),
    - Qualifications – education and skills,
    - Reason/motivation for volunteering,
    - Background experience – relevant paid and unpaid work or hobbies,
    - References – three references are required. They can be a combination of personal and professional references,
    - Police record check, and
    - Driving record check.
  - A dated and signed consent form to give the Unit permission to contact references and to do a police check and a driver's license check.

- The Unit Coordinator and, if possible, a RCMP member will conduct a standardized interview.
- In the case of screening for a Unit Coordinator, a member of the Personnel and Training Committee will assist the RCMP in the interview.
- The RCMP will conduct an RCMP Security Clearance Screening for each Advocate and paid staff member prior to their employment.
- The candidate will be advised as soon as possible of the decision.
- All employees will be on a one-year probationary period and will be subject to the same discipline and dismissal policies as other employees.



## **INTRODUCTION**

**Section: 1.0**

**Number: 1.9**

### **Duty of Care**

---

#### **POLICY**

Duty of Care is owed to clients, Victim Advocates, Board members, staff, RCMP and the community. This Duty of Care will be reflected in our program and in our policies and procedures.

#### **GUIDELINES**

##### **The Unit**

The Unit will review all policies annually and will:

- Conform to legislation and our provincial association guidelines,
- Take steps to enhance the safety of our premises, programs, and conduct of staff, Victim Advocates and Board members, and
- Amend or create any policies deemed necessary by the Board of Directors.

## **INTRODUCTION**

**Section: 1.0**

**Number: 1.10**

### **Client/Community Expectations**

---

#### **POLICY**

The community sees employees of the Jasper Victim Services as having a unique role and a close association with the RCMP, and therefore expects the employees to act in a professional manner.

#### **GUIDELINES**

##### **All Employees**

All employees are expected to maintain a professional demeanor in the community and at all times represent the Unit and program appropriately.

##### **Victim Advocates**

- Victim Advocates are expected to maintain a professional relationship with clients.

## **INTRODUCTION**

**Section: 1.0**

**Number: 1.11**

### **Position of Trust**

---

## **POLICY**

Jasper Victim Services recognize that given the sensitive nature of the cases involving clients, the standard of care expected from employees will be high. People applying for and undertaking positions of trust will be subject to more intensive initial and ongoing screening and supervision than individuals in placements that are not positions of trust.

## **GUIDELINES**

### **Standard of Trust**

Jasper Victim Services will:

- Treat clients, Victim Advocates, RCMP and the community served with respect.
- Endeavor to provide services and programs in an environment free of danger, harassment and abuse.
- Protect clients, Victim Advocates, staff and the community from harm.
- Take reasonable measures to ensure the safety of the premises and programs.
- Carefully screen staff and volunteers.

## INTRODUCTION

**Section: 1.0**

**Number: 1.12**

### Harassment

---

#### POLICY

Jasper Victim Services is committed to a healthy, harassment-free work environment for all employees. This policy is intended to prevent harassment of any type, including sexual harassment, of the Unit's employees and to deal quickly and effectively with any incident that might occur. All harassment is offensive and in many cases it intimidates others and will not be tolerated within our Unit.

#### GUIDELINES

**Harassment Examples** Jasper Victim Services will not tolerate the following:

- verbal or physical abuse,
- threats,
- derogatory remarks,
- jokes, innuendo or taunts about any employee's appearance, religious beliefs, colour, place of origin, mental or physical disabilities, ancestry, marital status, family status, source of income or gender,
- display of pornographic, racist or offensive signs or images,
- practical jokes that result in awkwardness or embarrassment, or
- unwelcome invitations or requests, whether indirect or explicit.

**Sexual Harassment  
Examples**

Jasper Victim Services will not tolerate the following:

- pinching, patting, rubbing, or leering,
- “dirty” jokes,
- pictures or pornographic materials, or
- comments, suggestions, innuendoes, requests or demands of a sexual nature.

The behaviour need not be intentional to be considered sexual harassment.

**What to do if you are  
being harassed**

- Tell the harasser his/her behaviour is unwelcome and ask him/her to stop.
- Keep a record of incidents (dates, times, locations, possible witnesses, what happened, your response). You do not have to have a record of events in order to file a complaint, but a record can strengthen your case and help you remember details over time.
- File a complaint. If, after asking the harasser to stop his/her behaviour, the harassment continues, report the problem to one of the following individuals:
  - Unit Coordinator
  - RCMP liaison

You also have the right to contact the Alberta Human Rights and Citizenship Commission to file a complaint of sexual harassment and, if circumstances warrant it, a charge of assault may be filed with the police.

## **Dealing with a Complaint**

- Once a complaint is received, it will be kept strictly confidential. An investigation will be undertaken immediately and all necessary steps taken to resolve the problem. If appropriate, action taken may include conciliation.
- Both the complainant and the alleged harasser will be interviewed, as will any individual who may be able to provide relevant information. All information will be kept in confidence.
- If the investigation reveals evidence to support the complaint of harassment, the harasser will be disciplined appropriately. Discipline may include making an apology to the complainant, suspension, or dismissal, and the incident will be documented in the harasser's file. No documentation will be placed on the complainant's file where the complaint is filed in good faith, whether the complaint is upheld or not.
- If the investigation fails to find evidence to support the complaint, there will be no documentation concerning the complaint placed in the file of the alleged harasser.
- Regardless of the outcome of a harassment complaint made in good faith, the employee lodging the complaint, as well as anyone providing information, will be protected from any form of retaliation by co-workers or superiors. This includes dismissal, demotion, and denial of opportunities within the Unit or harassment of an individual as a result of her /his having made a complaint or having provided evidence regarding the complaint.

**Responsibility of Unit Coordinator and RCMP Liaison**

- It is the responsibility of the Unit Coordinator and a designated RCMP liaison to take harassment complaints and to report them to the President.
- It is the responsibility of the Executive Director or the RCMP liaison to take immediate and appropriate action to report or deal with incidents of harassment of any type, whether brought to their attention or personally observed.
- Under no circumstances should a legitimate complaint be dismissed or downplayed nor should the complainant be told to deal with it personally.
- The Executive Director and designated RCMP liaison will report the incident and action to the Board at the next regular Board meeting.
- **(Note: A complaint must be filed with the Alberta Human Rights and Citizenship Commission within twelve months of the alleged incident).**

## **INTRODUCTION**

**Section: 1.0**

**Number: 1.13**

### **Privacy**

---

## **POLICY**

Jasper Victim Services is committed to protecting the privacy of personal information of employees, members, sponsors, supporters and clients.

Personal information includes any information that can be used to identify or contact an individual. The exceptions would be business contact information and publicly available information.

## **GUIDELINES**

### **Personal Information**

- Personal information is kept in confidence. Jasper Victim Services personnel are authorized to access personal information only on an as needed basis and only for reasonable purposes in keeping with the Mission Statement.

### **Excluding Information**

- Individuals are offered the right to have their information excluded for any purpose beyond those for which it was collected.

### **Passwords**

- Passwords and encryption software are used to protect computerized personal information. They are updated routinely.



**RCMP Regulations**

- All Jasper Victim Services personnel and client files are subject to RCMP regulations regarding disclosure and purging/destroying.

**Representative**

- The Jasper Victim Services Unit Coordinator or designate will be the contact for the public and employees when privacy issues arise.

## **FRAMEWORK POLICIES**

**Section: 2.0**

### **Arrangement of Organization**

---

#### **POLICY**

All policies of Jasper Victim Services dealing with the framework or the arrangement of the organization will be found in this section.

## **FRAMEWORK POLICIES**

**Section: 2.0**

**Number: 2.1**

### **Mission Statement**

---

#### **POLICY**

The mission of Jasper Victim Services is to aid and assist victims of crime and tragedy by providing a community support program in partnership with the RCMP.

## **FRAMEWORK POLICIES**

**Section: 2.0**

**Number: 2.2**

### **Vision Statement**

---

## **POLICY**

The vision of Jasper Victim Services is that:

1. The RCMP will see the Victim Services Unit as an invaluable resource.
2. Victim Services:
  - Is an integral part of the RCMP,
  - Has sustainable funding,
  - Has effective and efficient administration at all levels,
  - Is proactive in providing prevention services to meet the needs of the community,
  - Has a well-educated public,
  - Has an organizational culture that rewards and encourages continuous learning, and
  - Is seen as a leader and strong supporter for other Victim Services Units.

## **FRAMEWORK POLICIES**

**Section: 2.0**

**Number: 2.3**

### **Values**

---

#### **POLICY**

The values of Jasper Victim Services are:

- Trustworthiness and Honesty
- Confidentiality
- Impartiality
- Integrity
- Teamwork
- Compassion
- Sense of Humour
- Patience
- Dedication
- Diversity and Progressiveness
- Education and Communication
- Accountability

## **FRAMEWORK POLICIES**

**Section: 2.0**

**Number: 2.4**

### **Goals and Objectives**

---

#### **POLICY**

The Jasper Victim Services will set goals and objectives annually.

## FRAMEWORK POLICIES

Section: 2.0

Number: 2.5

### Organizational Chart

---

#### POLICY

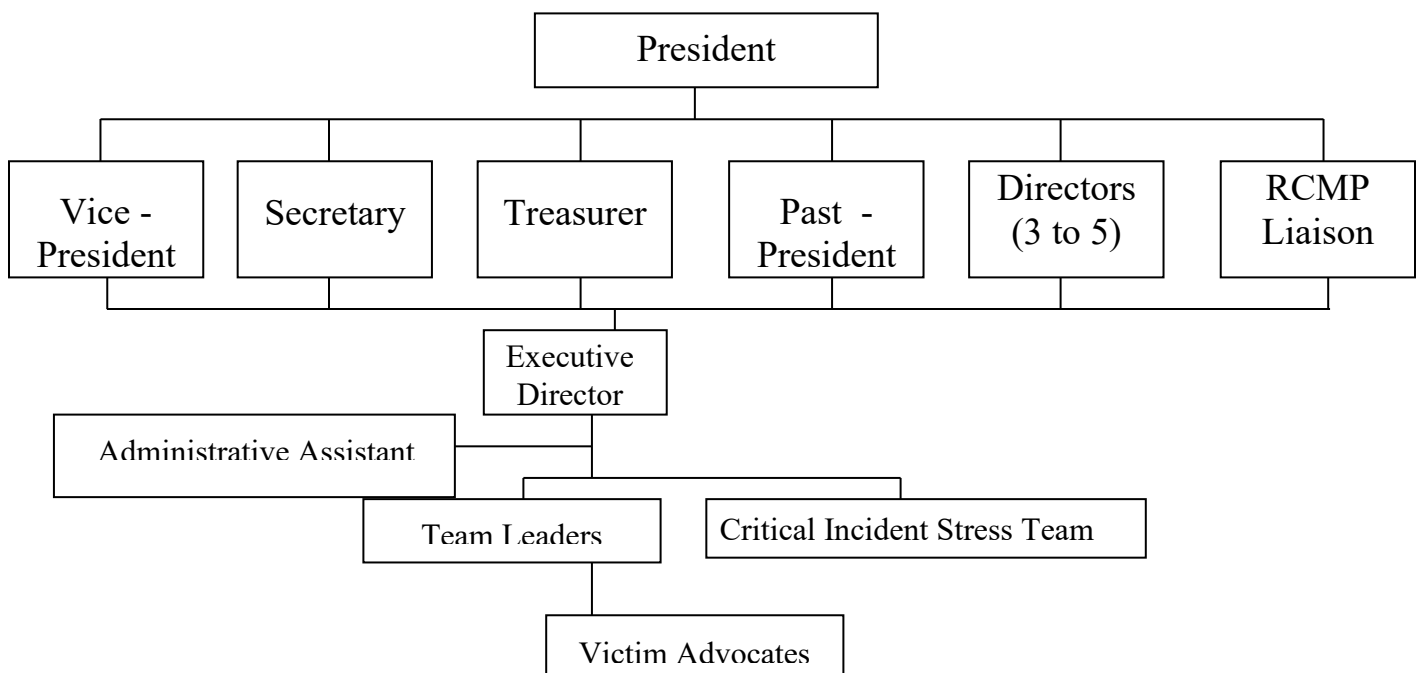
Jasper Victim Services will operate according to the delegation of authority outlined in the organizational chart below. The structure of Jasper Victim Services uses the following terminology to categorize its members:

Chairmen = President

Vice Chairmen = Vice President

Unit Coordinator = Executive Director

#### Jasper Victim Services Organizational Chart



## **FRAMEWORK POLICIES**

**Section: 2.0**

**Number: 2.6**

### **By-Laws**

---

#### **POLICY**

Jasper Victim Services will adhere to the Society By-Laws.



## **FRAMEWORK POLICIES**

**Section: 2.0**

**Number: 2.7**

### **Freedom of Information And Protection of Privacy**

---

#### **POLICY**

Jasper Victim Services will, at the recommendation of the RCMP “K” Division, continue their current policies and procedures with respect to information and privacy, until further direction is forthcoming.

## **FRAMEWORK POLICIES**

**Section: 2.0**

**Number: 2.8**

### **Local Memorandum of Agreement**

---

#### **POLICY**

- Jasper Victim Services will ensure that the Local Memorandum of Agreement between the Jasper RCMP Detachment and the Jasper Victim Services is in place.
- Jasper Victim Services will ensure the document is reviewed and amended upon the following:
  - Newly appointed Victim Services Coordinator
  - Newly appointed Detachment Commander
  - Newly elected Chairmen of the Board of Directors

## **GOVERNANCE POLICIES**

**Section: 3.0**

---

### **POLICY**

All policies dealing with the governance or the rules of Jasper Victim Services will be found in this section.

## GOVERNANCE POLICIES

Section: 3.0

Number: 3.1

### Board Members

---

#### POLICY

Jasper Victim Services Board and its members will govern in an ethical and business like manner, always mindful to be accountable to Alberta Solicitor General, the community and the victims of crime and tragedy, for the competent, conscientious, and effective accomplishment of its obligations.

#### GUIDELINES

- |                                                           |                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Professional Conduct</b>                               | Board members are highly regarded by the community. They are perceived to be representing the program in all aspects of their lives, both professionally and personally. They will conduct themselves in an ethical manner at all times.                                                           |
| <b>Solidarity</b>                                         | Board members speak with one voice. Anyone representing Jasper Victim Services may only express the opinion of the organization as a whole.                                                                                                                                                        |
| <b>Board Relationship to Staff</b>                        | The Chairmen of the Board gives direction to the Unit Coordinator. If direction is to be given to Advocates or other staff, it is given through the Unit Coordinator.                                                                                                                              |
| <b>Confidentiality</b>                                    | Board members could be privy to Jasper Victim Services information regarding program activities, clients, RCMP members, Advocates and staff. Board members are asked to be aware of the privacy of this information and to treat it as such. Oaths of confidentiality are signed by all personnel. |
| <b>Commitment to Victim Services Goals and Objectives</b> | Jasper Victim Services is a busy Unit and a lot of time and effort is required from each member. The Board develops goals and reviews and adjusts them each year.                                                                                                                                  |
| <b>Governing Style</b>                                    | Roberts Rules of Order will be used to govern Jasper Victim Services meetings.                                                                                                                                                                                                                     |

## **GOVERNANCE POLICIES**

**Section: 3.0**

**Number: 3.2**

### **Board Function**

---

#### **POLICY**

Jasper Victim Services Board of Directors functions as the governing body of the organization to enable the organization to run smoothly and efficiently and in the best interest of the clients it serves.

#### **GUIDELINES**

- Define the organization's reason for existence.
- Write policies which at the broadest levels address:
  - Framework policies to clarify the organization's philosophy, the vision, the mission and the goals needed to make sure the organization's trust is preserved and developed.
  - Governance policies to clarify how the Board will govern itself and the organization.
  - Human Resources policies that address how to recruit, train, and discipline all employees. This section contains risk management policies to reduce the organization's risk of liability.
  - Operational policies to establish and implement the Board's directions for the personnel, financial, program and advocacy functions.
  - Financial policies to enhance the organization's functioning.
  - Specific policies to clarify the organization's response to relevant matters in the community.
- Define how the Board will organize itself to get its work done by identifying committees. Each Board member is expected to sit on at least one committee, and chair at least one committee. Individuals may be recruited from the community to become volunteers and work on any committee.
- Design strategies for the long-term financial security of the organization.
- Define limits on the Unit Coordinator's actions.

- Assess the Unit Coordinator's performance. This assesses both the Unit Coordinator's performance related to the achievement of the organization's aims and his/her compliance with policy. This requires policies about when and how often monitoring of performance will occur.
- Provide accountability to the community. This requires exchanging ideas and information with representatives of community groups about the organization's aims and the achievement of those aims.
- Develop an annual plan, which incorporates fundraising and public awareness events, as well as the goals and objectives for the program.

## **GOVERNANCE POLICIES**

**Section: 3.0**

**Number: 3.3**

### **Executive Committee Job Descriptions**

---

#### **POLICY**

Jasper Victim Services will define the responsibilities of the Directors of the Board so all members shall be aware of these responsibilities. The Directors of the Board shall consist of Chairmen, Vice-Chairmen, Secretary, Treasurer and other elected Board Members.

#### **GUIDELINES**

##### **Election**

- The executive positions shall be elected at the first Board meeting immediately following the annual general meeting.
- The Chairmen, Vice-Chairmen, Secretary, and Treasurer shall be selected from, and by, the duly elected Board of Directors.

##### **Chairmen Duties**

- Arrange location, time, and date of next meeting.
- Review minutes with Executive Director.
- Assist in preparing agenda.
- Ensure all qualification checks, reference checks and police record checks are completed for all Board members.
- Perform such tasks arising from minutes as are required to be performed by Chairmen.
- The Chairmen shall be ex-officio member of all committees.
- Chair Board meetings and Executive Committee meetings.
- Sit on Financial Committee.

##### **Vice-Chairmen Duties**

- Assist Chairmen with any tasks as required.
- Fulfill tasks and obligations of Chairmen during the Chairmen's absence.

**Secretary Duties**

- Record and circulate minutes.
- Assist in preparing agenda and circulate agenda.
- Identify persons responsible for action at end of each meeting.

**Treasurer Duties**

- Liaise with Unit Coordinator in order to oversee and be familiar with all aspects of the financial operations of the association.
- Have signing authority for all bank accounts, in association with one or more other member of the Board.
- Chair the Finance Committee.

**Past-Chairmen Duties**

- Provide continuity.
- Assist with orientation of new Board members.
- Act as a resource person.
- Sit on Nomination Committee.
- Other duties as delegated by the board.
- Remain on the Board for one (1) additional year in an advisory capacity.



## **GOVERNANCE POLICIES**

**Section: 3.0**

**Number: 3.4**

### **Committee Principals**

---

#### **POLICY**

Jasper Victim Services Board may establish committees to help carry out its responsibilities. Committees are used only when other methods are inadequate. They are established so that they do not distract from the Board working as a unit. This policy does not apply to committees formed under the authority of the Executive Director. It does apply to committees formed by Board action, whether or not the committees include non-Board members.

#### **GUIDELINES**

##### **Board Committees**

- Board members or committees may not speak or act for the Board except when formally given the authority for specific and time-limited purposes. This authority will be carefully given so that it does not conflict with authority delegated to the Executive Director.
- Board committees are to help the Board do its job, not to help the staff do its jobs. Board committees are not to be created by the Board to advise staff.
- Board committees have no authority over staff. In keeping with the Board's focus on the future, Board committees will ordinarily not have direct dealing with staff operations. The Board will not interfere with its direct delegation to the Executive Director by requiring approval of a Board committee or officer.
- Each committee will be responsible for a self-evaluation on an annual basis. From this evaluation, committee members will make recommendations for the following year.
- The Chairmen may develop ad hoc committees as required.

## **GOVERNANCE POLICIES**

**Section: 3.0**

**Number: 3.4.1**

### **Board Committees**

---

#### **POLICY**

The Executive Committee will consist of the Chairmen, Vice-Chairmen, Secretary and Treasurer. This committee will be responsible for any urgent decisions on matters arising between regular meetings.

The Personnel and Training Committee exists to advise in the recruitment, training and evaluating of paid and volunteer staff.

The Fundraising Committee shall be responsible for the planning and carrying out of fundraising projects.

The Public Relations Committee members represent the Unit through public relations efforts.

The Financial Committee shall be responsible for the overall financial operations of the Board and for preparing, recommending, and submitting the annual budget.

The Nominating and Membership Committee exists to facilitate the screening, nomination, election and orientation of Board members, and maintains the membership of the society.

The Policy Committee will ensure all policies are developed and maintained and will complete an annual policy audit. Risk management is considered to be a priority. The Policy Committee will identify and assess risk associated to the operation of the Unit and will develop policies that will avoid the risk or reduce the harm.

The Social Committee will plan and execute social activities as recommended by the Board.

## **GUIDELINES**

All committees will follow terms of reference as established by the Board and will annually update their terms of reference.

## **GOVERNANCE POLICIES**

**Section: 3.0**

**Number: 3.5**

### **Responsibilities of the Board**

---

#### **POLICY**

The Board of Directors of the Jasper Victim Services operates in accordance with legal responsibilities, Unit and committee responsibilities, financial responsibilities and staff responsibilities.

#### **GUIDELINES**

##### **Legal Responsibilities:**

- The Board of Directors of the Jasper Victim Services operates in accordance with the Solicitor General, the RCMP, the Societies Act and Registered Charities regulations.
- Staff employment agreements are complied with.
- Safe working conditions are provided to staff.
- Adequate insurance coverage is in place for the society.

##### **Unit Responsibilities:**

- The planning and evaluation of the service is the responsibility of the Board.
- The Board will monitor the performance of the Unit at monthly Board meetings through information provided by the Unit Coordinator. These reports will include data collection of services supplied on a quarterly basis, requests for services from the community, staffing issues, and noteworthy (as deemed by the Unit Coordinator) correspondence and financial reporting.
- Under the leadership of the Chairmen, the Board will carry out an annual self-evaluation, including an evaluation of all of its committees. The key accountability documents will include the annual plan and the annual report.

**Financial  
Responsibilities:**

**Staff Responsibilities:**

- The Board committees deal with service issues and problems as they arise and provide necessary support and assistance to staff and clients. They will ensure a strong membership and a strong community support for the Unit. They will ensure fundraising activities are conducted ethically, adequately, and efficiently as required.
- Annual strategic planning develops and evaluates goals and objectives for the Unit.
- High quality and effective services are delivered to clients.
- Policy Manual is kept up-to-date and put into practice.
- The Board makes sure it has an approved budget for the year in that it has sufficient income to meet budget requirements.
- The Board ensures that funds are properly accounted for and an audit is completed every year.
- The Board ensures the recruitment of the best possible staff.
- The Board ensures quality training is provided to staff.
- The Board ensures staff has support, direction and supervision from the Unit Coordinator.

## **GOVERNANCE POLICIES**

**Section: 3.0**

**Number: 3.6**

### **Board Meetings**

---

#### **POLICY**

Unless otherwise specified, the Jasper Victim Services will hold monthly Board meetings to conduct the business of Jasper Victim Services. The quorum for Board meetings is a majority of the Board Members. The RCMP liaison members are included in the voting.

#### **GUIDELINES**

- Time**
- Unless otherwise specified, meetings will be held monthly at an agreed time, date and location as determined in the previous Board meeting. If a change in date, time or location occurs, the Secretary will advise all Board members. Other meetings will be arranged by specific committees, as required.
- Attendance**
- Board meetings should be attended by all Board members, Unit Coordinator and RCMP liaison members. Guests may be invited to attend (by the Chairmen) for a specific purpose.
- Agenda**
- Jasper Victim Services will use Robert's Rules of Order as a guideline to conduct its meetings. The agenda for the meetings includes:
    - People present, regrets, and absent
    - Review of agenda – omissions and/or deletions
    - Acceptance of minutes from previous meeting

- Correspondence
- Reports from Unit Coordinator, Treasurer and sub-committees
- Old Business
- New Business
- Close

**Minutes**

- The agenda will be drawn up by the Chairmen in consultation with the secretary and Unit Coordinator and circulated to Board members prior to the meeting.
- Minutes of the Board meetings will be recorded by the Secretary, approved by the Chairmen, and distributed to the Board members within a reasonable time. A copy of the minutes must be filed in a minutes file.

**Unit Coordinator Role**

- The Unit Coordinator attends all Board meetings to:
  - provide advice and information to the Board
  - assist in its deliberations
  - report on the operations of the service including outcomes achieved, future plans and any issues which need to be considered by the Board.

## **GOVERNANCE POLICIES**

**Section: 3.0**

**Number: 3.7**

### **Annual General Meeting**

---

#### **POLICY**

The Jasper Victim Services will hold an Annual General Meeting to inform the public of their activities and services.

#### **GUIDELINES**

- Time**
- The Annual General Meeting will be held within three months of the end of the financial year.
- Agenda**
- The Agenda will include:
    - Chairmen’s report,
    - Treasurer’s Report and audited financial statement for the year,
    - Unit Coordinator’s Report,
    - Election of Board members,
    - Any other business deemed necessary by the Board, and
    - Guest speakers.
- Notice**
- Notice of the Annual General Meeting will be mailed to sponsors, supporters and other services in the community.
  - Notices will be advertised in local media and newspapers.
  - Twenty-eight (28) days notice of the Annual General Meeting will be given.
- Minutes**
- Minutes of the Annual General Meeting will be recorded by the Secretary, approved by the Chairmen and distributed to the Board members within a reasonable time.



## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

### **Introduction**

---

#### **POLICY**

All policies relating to the staffing of the Jasper Victim Services Unit will be found in this section. These policies will affect volunteers, Board members, paid staff and Advocates.

All positions with Jasper Victim Services will be advertised in the local papers. Jasper Victim Services aims to choose the best adult (18 years of age or older) for the job. The Unit will provide training for personnel and will strive to maintain a safe and enjoyable work atmosphere.

#### **GUIDELINES**

##### **Equal Opportunity**

Jasper Victim Services utilizes an equal employment opportunity approach regardless of:

- Race, color and ethnic origin
- Physical, intellectual abilities
- Gender
- Marital status
- Parental status (including pregnancy)
- Religious or political beliefs

##### **Training**

Appropriate training will be provided for staff to ensure they have the skills for their position.

##### **Severance**

All personnel policy statements shall be treated as separate and distinct and if any provisions hereof are declared invalid, the other provisions shall nevertheless remain in full force and effect.

**HUMAN RESOURCES  
POLICIES**

**Section: 4.0**

**Number: 4.1**

**Board Members**

---

**POLICY**

These policies relate to the Jasper Victim Services Board Members.

## **HUMAN RESOURCES**

**Section: 4.0**

**Number: 4.1.1**

### **Board Member Recruitment**

---

#### **POLICY**

Jasper Victim Services will recruit and accept people to the Board who will best serve the goals and objectives of the Unit.

#### **GUIDELINES**

- Jasper Victim Services will advertise for a Board position in the local newspaper.
- All applicants will be given a Pre-Employment Application Package.
- All applicants for a Board position will be requested to undergo a screening process prior to final approval for Board membership.
- All applicants for a Board position may be accepted or rejected depending on his/her skills, competencies, reference checks, and criminal record check.
- Applicants may be nominated at the Annual General Meeting but must complete an application form and undergo a screening process before being installed on the Board.
- All applicants will be elected at the next Annual General Meeting. This includes Board members who have been appointed mid-term by special resolution.

**HUMAN RESOURCES  
POLICIES**

**Section: 4.0**

**Number: 4.1.2**

**Board Member Job Description**

---

**POLICY**

All Board Members will adhere to the job description for the position.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.1.3**

### **Board Member Orientation and Training**

---

#### **POLICY**

All new Board members will undergo an orientation and training process after being elected or appointed to the Jasper Victim Services Board.

#### **GUIDELINES**

##### **Orientation Kit**

An orientation kit will be given to each new Board member.

Contents will include:

- Board Job description
- Board Member Directory
- Committee List
- Committee Terms of Reference
- Organizational background information
- By-Laws
- Recent minutes
- Van guidelines
- Insurance coverage
- Travel/Meeting expenses
- Annual Report and Audit
- Current budget
- Organizational Chart
- Staff Listing

Website Information

##### **Policy Manual**

All Board members will receive a current Policy Manual.

##### **Process**

Orientation of new Board members will be conducted by the Unit Coordinator, the Chairmen and the Secretary and will take place as soon as possible after the election of the new Board.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.1.4**

### **Board and Committee Evaluation**

---

#### **POLICY**

The Board will carry out an annual self-evaluation of all of its committees and accountability documents.

#### **GUIDELINES**

##### **Evaluation**

- The Chairmen will direct the annual self-evaluation of the standing committees.
- The key accountability documents will include the approved annual plan and the annual balanced budget.

**HUMAN RESOURCES  
POLICIES**

**Section: 4.0**

**Number: 4.1.5**

**Board Member Leave of Absence**

---

**POLICY**

Jasper Victim Services may grant a leave of absence to Board members.

**GUIDELINES**

- Board members must request a leave of absence from the Chairmen.
- In the case of the Chairmen, he or she must request a leave from the executive committee.
- Board members may request up to a three-month leave of absence from the Board without penalty.
- The Board may approve requests of leaves beyond a three-month period in certain circumstances.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.1.6**

### **Board Member Resignation and Termination**

---

#### **POLICY**

Jasper Victim Services will follow certain procedures when accepting a resignation of a Board member or terminating the services of a Board member.

#### **GUIDELINES**

##### **Resignation**

- Board members must prepare a written notice to the Chairmen of Jasper Victim Services indicating a desire to resign.
- The Chairmen presents the Board with the resignation and the Board passes same.
- If the Board member has resigned within two years of serving on the board, the Board member shall return his/her jacket, vest, or any other equipment he/she may have.

##### **Termination**

- A Board member's services may be terminated for a breach of his or her duties according to the job description.
- A Board member who has been dismissed must return all Jasper Victim Services' equipment, such as jackets or vests.
- Specifically, a Board member may be released for the following reasons:

##### **Missed Board Meetings or Derelict in Duties:**

- Two unexcused absences from Board meetings (in the judgment of the Chairmen) are allowed in a year. More than two may result in being released from the Board.
- More than five absences from Board meetings in a year, excused or not, would result in being released automatically.
- If a Board member refuses to sit and work on a committee, he or she may be released from the Board.



**Breaking Confidentiality or Violating Code of Conduct:**

- A Board member may be released if he or she:
- Breaches the confidentiality oath.
- Does not represent Jasper Victim Services in a respectful behaviour within the community.
- Acts with a conflict of interest or with the perception of a conflict of interest.
- Violates policies.
- Indulges in substance use while conducting Victim Services' duties.
- Being charged with a criminal offence. A Board member who is charged will be temporarily relieved of his/her duties. If the Board member is convicted of a criminal offence, he/she will be permanently relieved of his/her duties.

**Grievance**

- If a Board member has been dismissed and he/she does not feel it has been justified, he or she shall take the grievance to the Board.

**Complaints**

- If a Board member is experiencing difficulties with another Board member, RCMP member, or the Unit Coordinator, the Board member shall take his/her complaint to the Chairmen. If the difficulty is with the President, the Board member shall take his/her complaint to the Chairmen of the Personnel and Training Committee. If the complaint is unresolved the Board member shall take his/her complaint to the Executive committee of the Board.
- If a Board member is experiencing difficulties with an Advocate, volunteer or paid staff, the Board member shall take his/her complaint to the Unit Coordinator. If unresolved, the Board member shall take his/her complaint to the Chairmen who will take the complaint to the Board.

**HUMAN RESOURCES  
POLICIES**

**Section: 4.0**

**Number: 4.2**

**Unit Coordinator**

---

**POLICY**

These policies relate to the Jasper Victim Services Unit Coordinator.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.2.1**

### **Unit Coordinator Recruitment**

---

#### **POLICY**

Jasper Victim Services will advertise and recruit a Unit Coordinator who will best serve the goals and objectives of the Unit.

#### **GUIDELINES**

##### **Advertisement**

The position of Unit Coordinator shall be advertised in various job opportunity mediums, such as the local newspaper, outside newspapers, and to other Victim Services Units.

##### **Recruitment**

- All applicants will be given a copy of the job description.
- All applicants for the Unit Coordinator position will be requested to undergo a screening process.
- All applicants for the position of Unit Coordinator may be accepted or rejected depending on his/her skills, competencies, reference checks, criminal record check and drivers abstract.
- The Personnel and Training Committee shall review all applicants and short-list the applicants.
- The Personnel and Training Committee shall interview all applicants short-listed.
- The Personnel and Training Committee shall recommend three possible candidates to the Board, at which time the Board votes on who to hire.
- The Unit Coordinator will sign an employment agreement.
- The Executive Director will be on a one (1) year probation period.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.2.2**

### **Unit Coordinator/Board Relationship**

---

#### **POLICY**

The Unit Coordinator will be responsible for the operation of the Jasper Victim Services Unit.

#### **GUIDELINES**

##### **Delegation**

- The Unit Coordinator reports directly to the Board of Directors of Jasper Victim Services.
- Job responsibilities will be delegated to the Unit Coordinator by the Board of Directors and will be approved by the Chairperson of the Board.
- The Unit will function under the general supervision of the OIC or NCO/ic of the Jasper RCMP.
- The Board of Directors will monitor the Unit performance.
- The Unit Coordinator has no authority to create any obligation, expressed or implied on behalf of or in the name of Jasper Victim Services.
- Salary and benefits for the Unit Coordinator will be set by the Board.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.2.3**

### **Unit Coordinator Terms and Conditions of Employment**

---

#### **POLICY**

The Board of Directors will determine the terms and conditions of employment for the Unit Coordinator position.

#### **GUIDELINES**

##### **Employment**

- The Unit Coordinator shall be responsible for the operation of the program.
- The Unit Coordinator will be responsible for the management of the Victim Advocates, volunteers, and paid staff.
- The Unit Coordinator will be subject to all policies governing the Jasper Victim Services.
- The Unit Coordinator will work according to guidelines as set by the Board in the Unit Coordinator contract.
- The Unit Coordinator will be available on a 24 hour basis for consultation with Victim Advocates and volunteers.

### **Salary & Benefits**

- The Personnel and Training Committee shall recommend a salary review annually for the Unit Coordinator. Any increase would be determined on availability of funding
- The Unit Coordinator will not receive overtime pay.
- The Unit Coordinator has the option to take time off in lieu of any extra hours worked.

### **Appeal of Salary Review**

- In the event that the Unit Coordinator is not satisfied with the salary recommendations and/or evaluation of his/her performance, she/he has the opportunity to present his/her case to the Personnel and Training Committee before the performance evaluation is taken to the Board.
- In the event that the conflict cannot be resolved, the Unit Coordinator can take her/his grievance to the Board of Directors.
- The decision of the Board of Directors will be final.

### **Vacation Time**

- The Executive Director will receive 10 workdays (2 weeks) of paid vacation during the first year of employment.
- After one year of satisfactory performance the Executive Director will receive 15 workdays (3 weeks) per year of paid vacation.
- After five years of satisfactory performance, holiday time will be reviewed by the Personnel and Training Committee, which has the option to increase the paid vacation to 20 workdays (4 weeks) per year.
- Vacation time and time off in lieu of for the Executive Director shall not total more than 15 consecutive workdays without consent of the Personnel and Training Committee.

### **Orientation & Training**

- The Board of Directors and the RCMP liaison will be responsible for the orientation of the Executive Director.
- The Executive Director will seek appropriate training in order for him/her to do his/her job and within the limits of funds available for this purpose. If there are additional costs for training, the Executive Director shall seek approval from the Board of Directors.

- The Executive Director may be required to prepare a written report for the Board or to present an oral report on the training. If the Executive Director is attending any study not pertaining to his/her job, he/she must arrange his/her own time at no additional cost to the Unit. If the Executive Director is teaching a workshop or training session on staff time and receives an honorarium or payment for same, the money shall be donated to the Unit as he/she is already receiving wages from the Unit. If he/she is teaching a workshop or training session on his/her own time, it is the discretion of the executive director of what to do with the money.

**Orientation may include:**

- An introduction to the Board of Directors at the first possible Board meeting
- An introduction to the OIC or NCO/ic and detachment members
- An introduction to staff and volunteers
- A review of policies and procedures, organizational chart, history of the Jasper Victim Services, mission statement, and goals and objectives.

**Training may include:**

- Mandatory attendance at Advocate core training
- Attendance at coordinator's basic training
- Training specific to the job through on-the-job training, and other workshops, visiting other Victim Services Units, and participation in an RCMP ride-along program.

**Monitoring and  
Performance  
Evaluation**

- The liaison RCMP members representing the Jasper RCMP shall monitor the Executive Director on a day-to-day basis.
- The Executive Director shall complete a one-year probationary period during which time the Board of Directors will evaluate the suitability of the candidate to hold the position.

- The Executive Director shall receive an annual evaluation on the anniversary date by the Personnel and Training Committee. The Personnel and Training Committee shall develop a standardized evaluation process, and maintain a personnel file for the Executive Director to include all correspondence and dates regarding hiring, supervision, evaluation and payroll, and will provide the Executive Director with the same information.
- If the Executive Director has had 5 consecutive positive annual evaluations, then the following two years will consist of informal reviews with a formal evaluation following on the 3<sup>rd</sup> year. If at any time issues arise from the Executive Director or the Board a formal review may be conducted.
- The Executive Director's evaluation forms will be kept in the personnel file and will be kept in the possession of the Chairperson of the Personnel and Training Committee.
- The Executive Director shall evaluate and maintain files on all paid staff and volunteers on an annual basis.

**Leave of Absence  
(Sick Leave and Stress  
Leave)**

- The Executive Director is entitled to 1 ½ days per month sick time.
- If the Executive Director requires longer than 3 consecutive days of sick time, he/she must submit a doctor's verification of sickness to the Personnel and Training Committee.
- If the sick leave extends to one month, the Personnel and Training Committee shall evaluate the situation and make recommendations to the Board for further action taken. An exception is maternity leave for which the Executive Director will receive one year.
- The Executive Director shall apply, in writing, to the Personnel and Training Committee for stress leave.
- The Executive Director must have a doctor's confirmation or other verification for the need for stress leave.
- The Personnel and Training Committee shall evaluate the situation and make recommendations to the Board whether or not to accept the request.



**Recognition & Awards**

- The Board of Directors shall approve or reject, in writing to the Executive Director, the application for stress leave, as well as terms and conditions and any required interim solutions.
- If the Executive Director requests additional stress leave, the Personnel and Training Committee may re-evaluate and recommend to the Board.
- The Board's decision is final.
- The Executive Director, in conjunction with the Social Committee, will arrange the annual volunteer recognition event.
- The Executive Director will provide a letter of reference for Advocates, volunteers and/or paid staff upon request.
- The Executive Director will be subject to the same recognition and awards procedures as all Jasper Victim Services personnel.

**Complaints**

- If the Executive Director is having difficulties with an Advocate, volunteer or paid staff, he/she will handle the difficulty. If he/she is unable to resolve the difficulty, the Executive Director may take the situation to the Executive Committee of the Board.
- If the Board receives a complaint about the Executive Director, the Personnel and Training Committee will evaluate the complaint and make recommendations to the Board.

**Discipline and/or Dismissal or Termination of Contract**

- The Executive Director may be disciplined or dismissed by the Board of Directors if it is shown that:
  - He/she breached confidentiality,
  - He/she does not represent Jasper Victim Services in a respectful behaviour within the community.

- Acts with a conflict of interest or with the perception of a conflict of interest.
  - He/she violates policies.
  - He/she is not adhering to the code of conduct developed by the Unit.
- He/she indulges in substance use while conducting Victim Services' duties.
- He/she is charged with a criminal offence. The Executive Director will be temporarily relieved of his/her duties and if he/she is convicted of a criminal offence, he/she will be permanently relieved from his/her duties.
- He/she is delivering unsuitable services on behalf of Jasper Victim Services.
  - He/she has a poor driving record.
- The Executive Director will be subject to the same disciplinary steps as the Victim Advocate, volunteers and paid staff.
- The Personnel and Training Committee will take the matter for discipline or dismissal to the Executive Committee. The Executive Committee will carry out the discipline or dismissal.
- In the event that the Executive Director is not satisfied with the salary recommendations and/or evaluation of her/his performance, or the handling of a complaint against her/him, the Executive Director has the opportunity to present his/her case to the Personnel and Training Committee.
- In the event that the conflict cannot be resolved, the Executive Director can take her/his grievance to the Board of Directors.
- The decision of the Board of Directors will be final.
- If the Executive Director has been disciplined or dismissed and he/she does not feel that it has been justified, he or she shall take the grievance to the Board of Directors. The Board's decision will be final.

## **Grievance & Appeal**

## **Resignation**

- The Executive Director must prepare a written notice to the Board of Directors of Jasper Victim Services indicating a desire to resign.
- The Executive Director shall give one (1) month's notice to the Board when resigning.
- When completing the last day, the Executive Director will return and sign over all keys and Unit equipment to the RCMP liaison.
- If the Executive Director resigns within the first year of service, he/she shall return his/her jacket, vest, or any other equipment he/she may have.
- The Executive Director will be given an exit interview by the Personnel and Training Committee completed prior to the effective date of the resignation.

**HUMAN RESOURCES  
POLICIES**

**Section: 4.0**

**Number: 4.3**

**Administrative Assistant**

---

**POLICY**

These policies relate to the Jasper Victim Services Administrative Assistant position.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.3.1**

### **Administrative Assistant Recruitment**

---

#### **POLICY**

Jasper Victim Services will advertise and recruit an Administrative Assistant who will best serve the goals and objectives of the Unit.

#### **GUIDELINES**

##### **Advertisement**

The position of Administrative Assistant shall be advertised in various job opportunity mediums, such as in the local newspaper, or at the local television station, or in outside newspapers if a suitable candidate is not found locally, or to other Victim Services Units.

##### **Recruitment**

- All applicants will be given a copy of the job description for the Administrative Assistant position.
- All applicants for the Administrative Assistant position will be requested to complete an application form.
- All applicants for the Administrative Assistant position will be requested to undergo a screening process.
- All applicants for the position of Administrative Assistant may be accepted or rejected depending on his/her skills, competencies, reference checks, criminal record check and drivers abstract.
- The Unit Coordinator shall review all applicants and short-list the applicants.
- The Unit Coordinator may request an RCMP liaison or a member of the Personnel and Training Committee to assist him/her in the interview process.
- The Unit Coordinator is responsible for hiring the Administrative Assistant.
- The Administrative Assistant will sign a contract with Jasper Victim Services.
- The Administrative Assistant will be on a one-year

probationary period.

- The Unit Coordinator will conduct an annual evaluation of the Administrative Assistant.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.3.2**

### **Administrative Assistant Terms and Conditions of Employment**

---

#### **POLICY**

The Board of Directors will determine the terms and conditions of employment for the Administrative Assistant position.

#### **PROCEDURE**

##### **Employment**

- The Administrative Assistant shall adhere to the job description for the position and abide by the signed contract.
- The Administrative Assistant will report directly to the Unit Coordinator.
- The Administrative Assistant will sign a contract with Jasper Victim Services.
- The Administrative Assistant will be subject to all policies governing the Jasper Victim Services.
- In the absence of the Unit Coordinator the Administrative Assistant will assume all duties of the Unit Coordinator. In this capacity the Administrative Assistant will be available on a 24-hour basis for consultation with Victim Advocates.

##### **Contract**

- The Administrative Assistant position is based on receipt of funding.
- Duties and hours of employment will be determined by the Unit Coordinator.

## **Orientation & Training**

- The Unit Coordinator will be responsible for the orientation and training of all new staff members as deemed necessary by the Board of Directors.
- Attendance at training institutions, seminars, workshops, conferences, etc. related to Victim Services may be authorized by the Unit Coordinator within the limits of funds available for this purpose. The Administrative Assistant attending study sessions may be required to prepare a written report for the Board or a present an oral report. If the Administrative Assistant is attending any study not authorized by the Unit Coordinator, he/she must arrange his/her own time at no additional cost to the Unit. If the Administrative Assistant is teaching a workshop on staff time and receives an honorarium, the honorarium shall be donated to the Unit as he/she is already receiving wages from the Unit.

### **Orientation may include:**

- An introduction to the Board of Directors at the first possible Board meeting,
- An introduction to the OIC or NCO's and Detachment members,
- An introduction to staff and volunteers, and
- A review of policies and procedures, organizational chart, history of the Jasper Victim Services, mission statement, and goals and objectives.



**Training may include:**

- Mandatory attendance at volunteer Advocate core training
- Attendance at coordinator's basic training
- Training specific to the job through on-the job training, and other workshops, visiting other Victim Services' Units, and participation in an RCMP ride-along program.

**Performance Evaluation**

- There shall be a one-year probationary period.
- The Unit Coordinator (a member of the Personnel and Training Committee or RCMP liaison may be included at the discretion of the Unit Coordinator), shall evaluate the Administrative Assistant's performance. The evaluation form shall be included in the employee's personnel file and be acknowledged by the employee.

**Recognition & Awards**

- The Administrative Assistant will be invited to the annual volunteer recognition event.
- Where possible, the Administrative Assistant will be provided with the opportunity for additional training and workshops.
- A letter of reference will be provided on request.
- The Administrative Assistant will be subject to the same Recognition and Awards procedures as all Jasper Victim Services personnel.

**Complaints**

- If the Administrative Assistant has a complaint about an Advocate, RCMP member or a Board member, the Administrative Assistant shall take such complaint to the Unit Coordinator. If the Unit Coordinator cannot resolve such complaint, the Administrative Assistant shall take such complaint to the Board of Directors. The Board's decision is final.

- If the Administrative Assistant has a complaint about the Unit Coordinator, he/she shall take his/her complaint to an RCMP liaison and the Board Chairman. If the complaint is unresolved the Administrative Assistant shall take his/her complaint to the Board of the Directors and the Board's decision will be final.
- All complaints and resolutions shall be in writing.

### **Grievance**

- If the Administrative Assistant has been disciplined or dismissed and he/she does not feel that it has been justified, he or she shall take the grievance to the Board of Directors. The Board's decision will be final.
- If the Administrative Assistant has a grievance about his/her salary, he/she shall take the grievance to the Personnel and Training Committee. The Personnel and Training Committee will make a recommendation to the Board of Directors. If the Personnel and Training Committee cannot resolve the grievance, then the matter shall be taken to the Board of Directors. The Board's decision will be final.

### **Leave of Absence (Sick Leave or Stress Leave)**

- The Administrative Assistant shall request a leave of absence from the Unit Coordinator in writing.
- The Administrative Assistant may take a leave of absence of up to three months (one year for maternity leave).
- The Unit Coordinator shall provide written confirmation to the Administrative Assistant of the leave.
- Requests of leaves beyond a three-month period may be approved at the discretion of the Unit Coordinator. After granting an extended leave of absence the Unit Coordinator shall provide a written confirmation to the Administrative Assistant.

**Resignation**

- The Administrative Assistant must prepare a written notice to the Unit Coordinator of Jasper Victim Services indicating a desire to resign.
- The Unit Coordinator shall present the resignation to the Board.
- The Administrative Assistant shall give one (1) month's notice to the Unit Coordinator when resigning.
- If the Administrative Assistant resigns within the first two years of service, he/she shall return his/her jacket, vest, or any other equipment he/she may have that belongs to Jasper Victim Services.
- The Unit Coordinator will coordinate an exit interview with the Administrative Assistant, to be completed prior to the effective date of the resignation.

**Discipline and/or  
Dismissal or  
Termination**

- The Administrative Assistant may be disciplined or dismissed from his/her duties if he/she is derelict in her/his duties according to the job description and violation of his/her contract.
- The Unit Coordinator shall be in charge of any necessary discipline or dismissal of the Administrative Assistant. He/she will notify the Executive Committee of the Jasper Victim Services.
- The Administrative Assistant will be subject to the same disciplinary steps as the Victim Advocate, volunteers and other staff.

- Specifically, the Administrative Assistant may be released for the following reasons:
  - Breaching confidentiality,
  - Not representing Jasper Victim Services in a respectful behaviour within the community,
  - Acting with a conflict of interest or with the perception of a conflict of interest,
  - Violating policies,
  - Not adhering to the code of conduct developed by the Unit,
  - Indulging in substance use while conducting victim services' duties,
  - Being charged with a criminal offence. The Administrative Assistant will be temporarily relieved of his/her duties and if he/she is convicted of a criminal offence, he/she will be permanently relieved from his/her duties,
  - Delivering unsuitable services on behalf of Jasper Victim Services, or
  - Having a poor driving record.

**HUMAN RESOURCES  
POLICIES**

**Section: 4.0**

**Number: 4.4**

**Victim Advocates/Volunteers**

---

**POLICY**

These policies relate to the Victim Advocates/volunteers of the Jasper Victim Services.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.4.1**

### **Victim Advocate Recruitment**

---

#### **POLICY**

Jasper Victim Services will advertise and recruit Victim Advocates, who will best serve the goals and objectives of the Unit.

#### **GUIDELINES**

##### **Advertising**

- The position of Victim Advocate shall be advertised in various job opportunity mediums, such as in the local newspaper, or on the local television station.

##### **Recruitment**

- All applicants for a Victim Advocate position will be given a pre-employment application package, which will include a job description and an application form.
- All applicants for a Victim Advocate position will be requested to undergo a screening process.
- All applicants for a Victim Advocate position will be interviewed by the Unit Coordinator.
- All applicants for a Victim Advocate position may be accepted or rejected depending on his/her skills, competencies, reference checks, criminal record check, security clearance, and driver's abstract.
- All Victim Advocates shall sign a contract with the Jasper Victim Services. The contract will stipulate that Victim Advocates intend to remain in service with the Unit for a one-year period.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.4.2**

### **Volunteer Recruitment**

---

#### **POLICY**

Jasper Victim Services will recruit volunteers who, at the discretion of the Unit Coordinator, best serve the goals and objectives of the Unit.

#### **GUIDELINES**

##### **Special Events**

- Volunteers may be recruited as required for special events by either Victim Advocates or Board members for the purpose of helping at special events.
- If advertising, the Unit will use the job description for special events volunteers.
- Jasper Victim Services may advertise for volunteers for special projects.
- Specific job positions will be identified at the time of recruitment.
- All volunteers for special projects will adhere to the policies and procedures of the Unit.

## **HUMAN RESOURCES POLICIES**

**Section: 4.0**

**Number: 4.4.3**

### **Victim Advocate Terms and Conditions of Employment**

---

#### **POLICY**

The Board of Directors will determine the terms and conditions of employment for the Victim Advocate position.

#### **GUIDELINES**

##### **Employment**

- The Victim Advocate will report directly to the Unit Coordinator.
- The Unit Coordinator will be responsible for ongoing supervision of the Victim Advocate.
- The Victim Advocate will sign a one-year contract with Jasper Victim Services.
- The Victim Advocate will be subject to all policies governing the Jasper Victim Services.
- The Victim Advocate will work according to the operation of the Unit as set out by the Unit Coordinator.
- The Victim Advocate position is a volunteer position and as such no pay or benefits will be given to volunteers.

##### **Attendance**

- Victim Advocates are required to commit to volunteering for shifts as required.



- Victim Advocates who are unable to attend a shift are required to advise the Unit Coordinator. If possible, Victim Advocates should try to find a replacement.
- Victim Advocates will be required to attend monthly in-services unless otherwise specified.
- If a Victim Advocate does not meet the minimum required shifts for two consecutive months without the approval of the Unit Coordinator, the Advocate will receive a written warning from the Unit Coordinator.
- Continually not meeting the required amount of shifts will result in the Victim Advocate being deemed “uninterested” and terminated from the program by the Unit Coordinator.

## **Orientation & Training**

- The Unit Coordinator will be responsible for the orientation and training of all new Victim Advocates and volunteers as deemed necessary for the program to run efficiently.
- Attendance at training institutions, seminars, workshops, conferences, etc. related to Victim Services may be authorized by the Unit Coordinator within the limits of funds available for this purpose. The Victim Advocate attending study sessions may be required to prepare a written report for the Unit Coordinator to present an oral report. If the Victim Advocate is attending any study not authorized by the Unit Coordinator, he/she must arrange his/her own time at no additional cost to the Society.

### **Orientation may include:**

- An introduction to the other Victim Advocates at the first possible opportunity.
- An introduction to the ICO or NCO's and detachment members.
- An introduction to staff and other volunteers.
- A review of policies and procedures, organizational chart, history of the Jasper Victim Services, mission statement, and goals and objectives.

**Training may include:**

- Mandatory attendance at Victim Advocate core training in order to receive certification.
- Training must be completed before working any shifts.
- All Victim Advocates who miss core training offered by Jasper Victim Services and travel to other Unit's for same will be responsible for expenses incurred in making up missed courses, including registration, mileage, meals and other expenses.
- All Jasper Victim Services' Advocates must obtain a Provincial Victim Services' Certificate from the Alberta Solicitor General-Victims Programs
- Ongoing professional training will be offered to Advocates and attendance at in-service training sessions will be noted as a measure of the Advocate's commitment. It is the responsibility of the Advocate to continually enhance his/her skills to support victims of crime and tragedy. Ongoing training includes attendance at a minimum number of monthly in-services.
- Training specific to the job through on-the-job training, and other ongoing training as scheduled by the Unit Coordinator.
- 
- There shall be a one-year probationary period for all Victim Advocates.
- Annually the Unit Coordinator shall evaluate the Victim Advocate's performance. The completed evaluation shall be included in the employees personnel file and be acknowledged by the employee.
- Acceptance of a Victim Advocate into the program will be based on a joint decision between the Unit Coordinator and RCMP, as well as on screening, successful completion of training and one year probation.

**Performance  
Evaluation**

**Recognition &  
Awards**

- The Victim Advocate will be invited to the annual volunteer recognition event.
- When possible, the Victim Advocate will be provided with the opportunity for additional training and workshops.
- If a Victim Advocate requests a letter of reference, the Unit Coordinator will provide same.
- The Victim Advocate will be subject to the same Recognition and Awards procedures as all Jasper Victim Services personnel.

## **Complaints**

- If the Victim Advocate has a complaint about a victim, RCMP member, another Victim Advocate, or a Board member, the Victim Advocate shall take such complaint to the Unit Coordinator.
- If the Unit Coordinator cannot resolve such complaint the Victim Advocate shall take his/her complaint to the Board Chairman
- If the complaint is still unresolved, the complaint shall be taken to the Board of Directors. The Board's decision is final.
- If the Victim Advocate has a complaint about the Unit Coordinator, he/she shall take his/her complaint to the Board Chairman.
- If the complaint is unresolved, the Victim Advocate shall take his/her complaint to the Board of Directors.
- The Board's decision will be final.
- All complaints and resolutions shall be in writing.

## **Grievance**

- If the Victim Advocate has been disciplined or dismissed by the Unit Coordinator and he/she does not feel that it has been justified, he or she shall take the grievance to the to the Board of Directors. The Board's decision will be final.

**Leave of Absence  
(Sick Leave or Stress  
Leave)**

- The Victim Advocate shall request a leave of absence from the Unit Coordinator in writing.
- The Victim Advocate may take a leave of absence of up to three months (one year for maternity leave).
- The Executive Director shall provide written confirmation to the Victim Advocate of the leave.
- Requests of leaves beyond a three-month period may be approved at the discretion of the Executive Director. After granting an extended leave of absence the Unit Coordinator shall provide a written confirmation to the Victim Advocate.

**Resignation**

- The Victim Advocate must prepare a written notice to the Unit Coordinator of Jasper Victim Services indicating a desire to resign.
- The Unit Coordinator will coordinate an exit interview to be completed prior to the effective date of resignation.
- If possible, the Victim Advocate shall give one (1) month's notice to the Unit Coordinator when resigning.
- If the Victim Advocate resigns within the first two years of service, he/she shall return his/her jacket, vest, or any other equipment he/she may have.
- On the effective date of the resignation the Victim Advocate will return all Unit equipment to the Unit Coordinator.

**Discipline and/or  
Dismissal and  
Termination**

- The Victim Advocate may be terminated from his/her duties if he/she is derelict in her/his duties. Specifically, the Victim Advocate may be released for the following reasons:
  - delivering unsuitable services.
  - violating policies,
  - violating the code of conduct for the Unit,
  - not representing Jasper Victim Services in a respectful behaviour within the community,
  - being charged with a criminal offence. The Unit Coordinator will temporarily relieve him/her from duties and if he/she is convicted of a criminal offence, the Unit Coordinator will permanently relieve him/her from duties.
  - breaking confidentiality,
  - acting with a conflict of interest or with the perception of a conflict of interest,
  - indulging in substance use while conducting Victim Services' duties, or
  - acquiring a poor driving record

- The Unit Coordinator will follow established procedures when disciplining or dismissing any employee of Jasper Victim Services. The Unit Coordinator will document all information and will inform the Victim Advocate of any action taken.

## **OPERATIONAL POLICIES**

**Section: 5.0**

---

### **POLICY**

All policies relating to the operation of the Jasper Victim Services Unit will be found in this section.

## **OPERATIONAL POLICIES**

**Section: 5.0**

**Number: 5.1**

### **Direct Client Services**

---

#### **POLICY**

Jasper Victim Services will provide direct services to clients as required.

#### **GUIDELINES**

##### **Service Provision**

- Clients are offered services through:
  - RCMP member referral;
  - Agency referral;
  - Public Education/Awareness;
  - Victim direct inquiry.
  - **The Jasper Critical Incident Stress Management Team**
- Jasper Victim Services' Advocates may provide information to the victim in accordance with prevailing law and service guidelines established by the Alberta Government. This information includes:
  - The name of the accused – excepted where the accused is a minor;
  - The specific offence with which the accused is charged;
  - The scope, nature, timing and progress of the prosecution of the offence;
  - The role of the victim and of other persons involved in the prosecution of the offence;
  - Any opportunity to make application for Restitution;
  - Information on the Financial Benefits program;
  - Information on the Victim Impact Statement program;
  - Court procedures; and
  - Crime prevention measures.

## Client Support

- Jasper Victim Services' advocates can request information from the Unit Coordinator, designate or in his/her absence, from the RCMP.
- Any information regarding a crime not previously reported must be passed on to the RCMP or to the complaint line.
- Any additional information regarding a crime currently under investigation must be passed on to the investigating member and reported to the Unit Coordinator.
  - Jasper Victim Services' Advocates will provide information support and referral to:
  - Victims of violent crime such as assault and homicide;
  - Victims of non-violent crime such as property crime;
  - Victims of offences that are not a crime such as those that fall under the traffic act; and
  - Victims of tragedy including natural and man-made.
  - People exposed to Critical Incidents who may benefit from Critical Incident Stress Management intervention services

### A) Death (Survivors)

- In case of sudden death, Jasper Victim Services may be called to assist the survivors.
  - Jasper Victim Services' Advocates may assist an RCMP member with primary notification of next of kin.
  - Advocates may do secondary notifications.
  - Advocates may provide information on:
    - Funeral arrangements;
    - Financial requirements and resources; and
    - The process of bereavement.

### B) Assaults

- Support, information, and referral to appropriate community agencies may be provided to victims of assault.
  - The Victim Services Advocate may attend the scene as soon as possible at a police member or victim's request, if they first check with the RCMP about safety issues.
  - In cases of sexual assault, the Advocate could aid in supporting the victim, making it easier for the police member to deal with the investigation.



- The police member may refer a file to the Jasper Victim Services Unit for follow-up.
  - Further follow-up to be determined in consultation with the Unit Coordinator or designate.
  - Jasper Victim Services' Advocates may attend the scene as soon as possible, and when safety questions have been addressed, to assist the victims.
  - Advocates may provide information to minimize the likelihood of future victimization (e.g. home/business security checks, personal safety).
  - The Jasper Victim Services Unit office or Advocate will try to contact the victim.
  - When contact is made, Advocates will offer support, information on the status of the file, information on court, information on home/business security, and information on Victim Impact Statements and restitution. Advocates will offer to mail out or drop off information as appropriate.
  - Support, information, and referral to appropriate community agencies may be provided to victims of domestic violence. The criteria for intervention are contingent on the risk potential to the Victim Services Advocate.
  - The police member may refer a file to the Jasper Victim Services Unit for future follow-up.
    - Follow-up contacts will be provided as appropriate. Where charges are to be laid, the need for court preparation/assistance will dictate further contact requirement.
  - Further follow-up is to be determined in consultation with the Unit Coordinator.
  - Although in most cases, Social Services is contacted, Victim Services Advocates may attend the scene or detachment to assist the police member with a child victim. The Advocate may take responsibility for the management of the child victim while waiting for Social Services to arrive or may transport the child with the direction of the RCMP or Unit Coordinator.
  - Victim Services Advocates may provide childcare while a police member interviews a parent or guardian.
  - Victim Services Advocates may provide transportation for Social Service child clients in town if they determine that Social Services does not have child/baby car seats.
- C) Robbery**
- D) Property Crimes**
- E) Domestic Violence**
- F) Child Victims/ Children of Victims**

**G) Elderly  
Victims**

- As the elderly are a special needs group, Victim Services Advocates may provide crisis intervention, information, support, and referral to reduce the often debilitating effect that crime and trauma have on the elderly. Assistance for the elderly victim insures that he/she understands and can cope with the crisis and its aftermath. Elderly victims often need to take things slowly and can take longer to make decisions.

**Court Preparation**

- Advocates may provide information on the court systems and procedures.
- Advocates may inform victims of what is expected of them as witnesses.
- Advocates may accompany victims to court appearances.
- Advocates who provide the initial information, support and referral for a client will not be the Advocates who provide court accompaniment.

**Home/Business  
Security Check**

- In cases of break and enters, robberies or shoplifting, Advocates may attend a residence or business premise to conduct a security recommendation survey and/or provide information to minimize the likelihood of further victimization. Advocates may provide a home or business security check as public education. For safety reasons two Advocates must:
  - Do home/business security checks.
  - Inspect the premises using the Home/Business Security checklist as a reference and be accompanied by the victim(s).

**Comfort Items**

- There is a minimum of comfort items available for clients. These include, but are not limited to, a jogging suit, band-aids for minor cuts, colouring books and crayons, Kleenex, money for coffee or meals, disposable plastic gloves, diapers, and feminine hygiene products.
- No medication of any kind may be given to any client.

## **OPERATIONAL POLICIES**

**Section: 5.0**

**Number: 5.2**

### **Protocols**

---

## **POLICY**

All Jasper Victim Services' Advocates must adhere to the following protocols.

## **GUIDELINES**

### **Hospital Protocol**

- Upon arrival at the hospital, the Advocate will report to the Emergency Admitting desk, or appropriate ward, and request to speak with the investigating officer.
- In the event the police are not there, the Advocate will speak to the hospital staff in charge.
- The Advocate will receive appropriate information needed to assist the victim.
- The Advocate will attend to the victim in the Quiet Room or area designated by hospital staff.
- If possible, the investigating officer or hospital personnel will provide an introduction of the Advocate to the victim.
- The Advocate will be there to provide emotional support to the victim (i.e., nourishment/coffee, child care needs, or ride home) and at no time will interfere with any medical intervention.
- The Advocate will remain with the victim for as long as needed or until other support networks have been developed.
- An Advocate may not interview or visit a victim within the hospital without prior approval of the hospital.
- An Advocate must have permission of hospital staff and an RCMP risk assessment before taking the client from the building.

### **A) Hospital Sudden**

- Hospital procedures as above will be followed.
- Notification of death to next of kin in hospital setting will

**Death**

always be performed by the attending physician or investigating officer.

- The Advocate, in consultation with the investigating officer or attending physician, may do secondary notifications.
- If a victim requests to view the deceased for reasons other than purposes of identification, the Advocate must ensure that arrangements are first made with hospital personnel. An Advocate may accompany the victim if requested.

**B) Victims as Hospital Inpatients**

- When a primary victim is in the care of a hospital, the victim (patient) is the responsibility of the physician. Jasper Victim Services Unit can intervene only at the request of the RCMP and with the permission of the attending physician.

**Reporting Children at Risk**

- Any reported or suspected cases of child abuse, past or present, where the child is under the age of 18, must be reported to Child and Family Services (CFS) or to the Child Abuse Hot Line.
- CFS maintains a high order of jurisdiction over confidentiality; therefore, it is necessary to cooperate with a CFS worker in releasing information.
- Advocates must consult with the Unit Coordinator or investigating member regarding information to be provided to CFS.
- Make verbal report to CFS intake worker immediately if the child is at immediate risk.
- Ensure that all information is included on the occurrence report and passed on to the Unit Coordinator.

**Correspondence**

- All written correspondence representing Jasper Victim Services or the RCMP must have prior approval from the Unit Coordinator with the exception of correspondence from the Board of Directors.
- The Unit Coordinator shall be contacted with requests for correspondence.
- The Unit Coordinator shall oversee the preparing, signing and mailing of all correspondence to victims.

**Telephone Protocol**

- The Unit Coordinator and/or Advocates shall be available to victims on a 24-hour basis, 365 days per year.
- The Unit Coordinator, staff, and Advocates are **NOT** to give their home phone numbers to victims under any circumstances. Phone numbers of detachment personnel

and all Jasper Victim Services' employees shall not be released outside of the detachment, or beyond Unit personnel.

- Jasper Victim Services staff shall answer incoming calls during business hours.
- After hours, the voicemail provides callers with an opportunity to leave a message.
- Incoming calls requesting information or file status shall be documented and referred to the Unit Coordinator or designate.
- If a request is made to speak to a particular police member, inquire if you may be of assistance. If it is necessary that the caller speak directly with that member, refer them to the appropriate member, or complaint line depending on the urgency of the call.

### **Emergency Calls**

- Persons in immediate danger or in need of an emergency shall be immediately referred to 911.

### **Call Blocking**

- "Telus Universal Selective Call Blocking":
  - Dial \*67 (star 67) then proceed to dial the rest of the phone number.

### **Outgoing Calls**

- Advocates are to ensure that the victim is the person on the line. Advocates are handling confidential information and must not advise others of the occurrence. Messages are not to be left on an answering machine unless they are assured of the privacy of the victim or have permission from the victim.
- Advocates identify themselves by saying, "This is (first name) from the Jasper Victim Services Unit calling". If the person you are calling questions the legitimacy of the program, refer them to the administration line for verification.
- If the person you are calling does not want to speak to you, end politely, e.g. "Thank you for your time".
- If a person declines a personal visit, don't try to talk him/her into it. A visit that feels forced is unlikely to be beneficial.
- Advocates are encouraged to make all phone calls from the Jasper Victim Services' cell phones.

### **Telephone Etiquette**

Advocates shall act in a professional manner while representing the Unit.

- All calls will be answered promptly and clearly by saying “Victim Services Unit” and identifying yourself by your first name only.
- Remain calm.
- Speak slowly and distinctly.
- Obtain the victim’s name, address, date of occurrence, type of occurrence and file number.
- Be non-judgmental.
- Speak to the victim in clear simple language.
- Sound pleasant, no matter what. If the caller becomes irate, refer him/her to the Executive Director.
- Do not let the caller irritate you.
- Speak clearly. Don’t giggle or laugh.
- Always be prepared to take notes.
- Repeat information back to the caller to ensure accuracy.

## **OPERATIONAL POLICIES**

**Section: 5.0**

**Number: 5.3**

## Legal Remedies

---

### POLICY

Jasper Victim Services will notify victims of any legal remedies that are available to them as stated in the Victim's of Crime Protocol.

### GUIDELINES

#### Victim Impact Statements

- Jasper Victim Services will inform victims of crime that they are in contact with that they have the opportunity to prepare a Victim Impact Statement.
- Jasper Victim Services may explain what kind of information is appropriate to include including how the victim was affected physically, emotionally and how their life has been affected by the crime.
- Jasper Victim Services may provide the Victim Impact Statement, brochure, the blue envelope and the pre-addressed return envelope.
- Jasper Victim Services may explain how to use this document however they may not assist the victim to write the Victim Impact Statement.
- Jasper Victim Services may suggest other resources that may be available to assist the victim with the actual writing of the Victim Impact Statement.
- Jasper Victim Services will inform the victim that the Victim Impact Statement must be delivered to the nearest Court House or mailed to the court on the pre-printed envelope. If the Unit inadvertently receives a completed Victim Impact Statement it must be redirected to the court.
- Jasper Victim Services will forward the Court Notification form to the Clerk of the Court and the Crown Prosecutor if a victim intends to complete a Victim Impact Statement.

#### Financial Benefits

- The police or Jasper Victim Services will identify innocent victims who suffer emotional or physical injury and should offer a form to apply for financial benefits.
- The victim must complete the application form and mail it into the Financial Benefits Program.

**Restitution**

- If the victim is unable to complete the form, someone may do so on his/her behalf.
- The Advocate can explain the points in the form.
- The Advocate can provide the applicant with the Financial Benefits Brochure.
- Victims of motor vehicle accidents are not eligible and victims may contact the Motor Vehicle Accident Claims Fund at 780-427-8255.
- If a victim has suffered financial loss as a result of a crime, he/she may have the right to seek restitution from the offender.
- Advocates may provide forms, brochures and information on requests for restitution.
- Advocates may provide assistance in completing forms.
- Once the form is completed it should be returned to Jasper Victim Services.
- The office will keep a copy, provide one copy for the investigating member, and then submit the original for the court package.
- Jasper Victim Services will provide information on EPO's, restraining orders and Peace Bonds.

**EPO, Peace Bond,  
Restraining Order**

**OPERATIONAL POLICIES**

**Section: 5.0**

**Number: 5.4**



## **File Management**

---

### **POLICY**

Jasper Victim Services will manage all files related to victims of crime or tragedy in the following manner.

### **GUIDELINES**

#### **Feedback Documentation**

- Immediately following any Jasper Victim Services intervention, the Advocate will document the nature of the services provided to the victim(s).
- For the initial contact with the client, use the occurrence report.
- For the follow-up contact, use the Follow-up form.
- Occurrence reports must be turned in to the Unit Coordinator no later than next business day

#### **Retention and Destruction of Files**

- Jasper Victim Services' client files will be as per RCMP OSR scoring for retention and destroying files.

#### **File Flow**

- Unit Coordinator shall maintain files.
- Only the Unit Coordinator has access to RCMP files.
- Master files shall be kept in a secure manner on the detachment premises. Information from these files may be taken off the premises but must be kept in a secure manner in order to prohibit access by unauthorized persons.

- Referrals and requests for service shall be made from the RCMP to the Jasper Victim Services' staff.
  - The Unit Coordinator will review, assess and assign new files to Advocates for contact.
  - Crisis files will be assigned immediately.
  - Non-emergency files are assigned as soon as possible.
  - Jasper Victim Services' file numbers will correspond to the RCMP file number. Where no member file exists, the Unit Coordinator assigns a Victim Services' number.
  - Advocates shall document all contacts or attempted contacts on the file.
  - All files shall have at least one follow-up if at all possible.
  - The follow-up is to be done by one or both of the Advocates acting on the file. Follow-ups may be done by phone.
  - If the Advocate is unable to continue with the file, the Unit Coordinator will re-assign the follow-up.
  - All notes from files must be returned to the office and attached to the file.
  - The Unit Coordinator or designate disseminates new information to Advocates, contacts Advocates to relay messages from clients and remains available for consultation.
- 
- The Unit Coordinator or designate shall review the file and assess the Advocate's action and determine whether conclusion is appropriate.
  - If further action is appropriate, the Advocate will be contacted and informed.
  - When the file is concluded all paperwork will be filed.

Each action taken on files is recorded at the office in the following manner:

- The first contact with client by phone, in person, or by mail is the crisis call. It is entered on the Jasper Victim Services' activity log.
- The second and on-going contacts with clients are "follow-ups".
- All actions taken on client files, including phone calls when no one was home, must coincide with entries on Advocates' time sheets.

**Recording**

The Unit Coordinator shall:

- Maintain an up-to-date, neat, concise and chronologically ordered account of action taken on each file.

**Disposal of Sensitive Material**

- All correspondence, notes, etc. containing confidential or sensitive information must be shredded regularly in the approved RCMP method.

## **OPERATIONAL POLICIES**

**Section: 5.0**

### **Advocate Care and Safety**

**Number: 5.5**

---

#### **POLICY**

Jasper Victim Services wants all employees to feel safe and healthy in their work environment.

#### **GUIDELINES**

##### **Advocate Debriefing**

- It is to be expected that on occasion Victim Services' Advocates will be involved in situations that will prove to be unsettling to the worker.
- Victim Services' Advocates are expected to discuss these situations with their team members, and if that is not satisfactory, with the Unit Coordinator.
- The Advocates can access more formal debriefing or defusing through the Critical Incident Stress Management program (CISM).
- Advocates are to advise the Unit Coordinator if this evaluation of the call does not satisfy both Advocates.

##### **Advocate Safety**

In order to ensure Advocate safety the following procedures will be followed:

- Advocates are to work in teams of two and may never meet a client alone including:
  - In a residence,
  - In a closed court house,
  - In a motor vehicle,
  - In a public place,
  - In private, or
  - In a RCMP facility.
- When meeting with victims, Advocates must:
  - Work in teams of two,
  - Be assured by the RCMP that their presence will be safe,
  - Feel that their safety is not in jeopardy,
  - Cancel the meeting, even if it is in process, if safety is in jeopardy,
  - Meet in a safe place if the offender is not in custody,
  - Never meet with a victim without RCMP presence:
    - If a victim of family violence is still living with the abusive partner,
    - If the suspect is possibly released from custody,
    - When the victim has been convicted of a violent offence,
    - When someone else in the residence has been convicted of a violent offence, or
    - If the location is on a reserve.
- Jasper Victim Services' Advocates will not provide continued assistance on files where either the victim or offender is a personal acquaintance of the Advocate unless special permission is received from the Unit Coordinator
- Jasper Victim Services' Advocates will not provide assistance on files where the victim was the offender on a different file that the Advocate assisted on.
- Advocates will take a cell phone with them on all calls.

- Advocates will not provide court support for clients where they provided Crisis Intervention (information, support and referral). Advocates providing court support will have no particular knowledge of the file or contact with the victim's case prior to providing court support. Their main purpose in court support is to assist the victim through the justice system.

**Communicable Disease**

- Jasper Victim Services' Advocates must wear rubber gloves when being in contact with body fluids, blood, etc.
- If an Advocate has been in contact with a communicable disease, he/she must inform the Unit Coordinator immediately.
- The Unit Coordinator shall contact the local Health Unit for direction.

**Infectious Diseases - Prevention**

- Jasper Victim Services' Advocates must take every precaution to avoid touching or contacting anyone or anything where there is even the slightest risk of infectious disease. In the event that clean-up needs to be done involving body fluids or body parts, Advocates will refer clients to a professional cleaning business. Advocates may not, under any circumstances, do any of the cleaning themselves.
- Advocates must remove themselves from the situation where they feel they are at risk. If there is a chance that Advocates will touch blood or other body fluids, care for a person who is bleeding, handle any item that is soiled by blood or body fluids, including baby diapers, they must wear gloves.
- Advocates have the right to refuse to be in contact with any person they believe could be a carrier.
- Disposable gloves or household rubber gloves are recommended.
- Gloves must be changed between contact from one person to another.
- Dispose of gloves in a sealed garbage bag.
- Hands must be washed after gloves are removed.
- Put band aids on any cuts or sores before going on calls.
- Sharp objects that may be contaminated are not to be picked up by hand.

**Infectious Diseases -  
Treatment**

If Advocates believe they may have come in contact with Hepatitis or HIV, they are to follow the following procedure, and advise the Unit Coordinator as soon as possible.

- If an Advocate is poked by a dirty/used needle or his/her skin is broken as a result of any trauma where there is possibility of an exchange of bodily fluids, the Advocate is to:
  - Allow the area to bleed.
  - Wash the area immediately with soap and water.
  - Contact the hospital or doctor as soon as possible. Any of the above locations will assess the risk of transmission for HIV, HBV (Hepatitis B), and HCV (Hepatitis C), and provide testing and treatment as needed.

**Infectious Diseases -  
Immunization**

Jasper Victim Services' Advocates may decide to receive the series of three Hepatitis B shots that can be obtained from the local Health Unit.

- Jasper Victim Services will incur the cost of the series of three Hepatitis B shots.
- Advocates will advise the Unit Coordinator of their desire to obtain Hepatitis B vaccinations.
- Advocates will make arrangements with the local Health Unit to take the series of three shots.
- Once the series of three shots is completed, the Advocates may present their receipt to the Unit Coordinator for reimbursement.
- If other payment arrangements are necessary, or there is an availability of the shots from another source, the Unit Coordinator must approve them in advance.

## **OPERATIONAL POLICIES**

**Section: 5.0**

**Number: 5.6**

### **Program Accessibility**

---

#### **POLICY**

Jasper Victim Services will ensure that clients are able to access the program provided by them.

#### **GUIDELINES**

##### **Accessibility**

- Victim Services will provide Advocates and staff with pagers or cell phones.
- Advocates are required to have their pagers/cell phones turned on at all times while on their shift. Advocates must be able to hear the page.
- Program staff shall be accessible by pager on a 24-hour basis.
- RCMP members will be provided with Jasper Victim Services' contact numbers including:
  - The office land line;
  - After hours number; and
  - Staff phone numbers.



## **OPERATIONAL POLICIES**

**Section: 5.0**

**Number: 5.7**

### **Transportation**

---

#### **POLICY**

All personnel of Jasper Victim Services must adhere to certain conditions with respect to transportation and transporting clients.

#### **GUIDELINES**

##### **Transportation**

- Advocates are responsible for their own transportation to the detachment.
- Advocates utilizing their own vehicles for program activities are entitled to reimbursement as established by the program.
- Jasper Victim Services will not be liable for any insurance or repair costs (deductible or otherwise) incurred while volunteers are using their own vehicles while on Victim Services business. (Note: personal insurance premiums may increase slightly if volunteers are being paid, or are going to be paid mileage. Volunteers should inquire with their own insurance agent).

**Transporting Clients -  
General:**

- Jasper Victim Services does not provide transportation for clients.
- Clients from other communities involved in a traffic accident will have the cost of a taxi paid by their insurance company. Victim Services will not transport these victims to outside communities unless there are extenuating circumstances and approval is received from the Executive Director.

**Transportation to  
Women's Shelter**

- The Women's Shelter will not accept clients who have been drinking.
- If a woman requires transportation to a shelter it will be arranged through Greyhound or a taxi service.
- If the request for transportation is from another police service, then the caller must first contact City or Rural RCMP Detachment for a referral. This way the RCMP can screen the call, determine safety issues and provide a file number.
- Ensure that the client has tried to contact a friend, family or AB Works for accommodation or transportation. With encouragement, families often come forward to help.
- The shelter will be contacted to confirm that there is space available for the victim.
- Decide if the victim needs immediate transportation or can it wait until the next day or when other resources may be available.
- Safety must be considered regarding the whereabouts of the offender. The police will guide Advocates as to safety requirements.

## **ADMINISTRATIVE POLICIES**

**Section: 5.0**

**Number: 5.8**

### **Travel/Meeting**

---

#### **POLICY**

Jasper Victim Services will ensure that the appropriate person receives reimbursement for out of pocket expenses for travel or meetings related to Victim Services outside of the Municipality of Jasper.

#### **GUIDELINES**

##### **Guidelines**

- All expenses must be preauthorized by the Board or Unit Coordinator.
- The person utilizing this reimbursement must use the most economical means of travel, accommodation and meals.
- The Board will establish kilometer and maximum expense reimbursement rates utilizing Alberta Government rates.
- The Board will authorize expenses for the Board or for the Unit Coordinator.
- All claims must be submitted on a standard expense form and must be signed by the authorizing persons.
- Receipts will be required for expenses incurred.

## **ADMINISTRATIVE POLICIES**

**Section: 5.0**

**Number: 5.9**

### **Clothing and Kit**

---

#### **POLICY**

Jasper Victim Services will provide clothing for employees as follows.

#### **GUIDELINES**

##### **Crisis Kits**

- Jasper Victim Services provide crested bags for Advocates and Board members.
- They are the property of the Victim Services program and must be returned upon resignation or dismissal.
- Advocates are responsible for keeping the contents of their Crisis Kits current.

##### **Program Identification**

- Jasper Victim Services' Advocates will be issued a program picture identification card upon completion of their training.
  - Identification must be worn while providing client services and while in the RCMP detachments. Entrance to the detachment may be denied if program identification is not shown.
  - Identification badges must be returned upon resignation or dismissal.
- Paid staff members will be issued program picture identification upon commencement of employment.
- Program identification remains the property of the program and must be returned upon resignation or termination.

## **Equipment**

### **Cell Phones, Pagers and Kit**

- All Jasper Victim Services' Advocates will be provided with access to a cell phone and a kit bag and contents. It is the responsibility of the Advocate to ensure the bag has the proper contents.
- All multi-media equipment, such as the laptop computer and multi-media projector will be available to anyone associated with Jasper Victim Services for Victim Services purposes. Use of these items will be based upon approval from the Unit Coordinator or his/her designate.

## **Other**

- Any other item of clothing and kit sponsored by Jasper Victim Services will be governed by policy and recommendations of the Board.

# **FINANCIAL OPERATIONAL POLICIES**

**Section: 6.0**

---

## **POLICY**

All policies relating to the financial operation of Jasper Victim Services will be found in this section.

**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.1**

**Resource Administration – Financial  
Responsibility**

---

**POLICY**

The Board of Directors recognizes that it is responsible individually and as a Board collectively for the management of Jasper Victim Services finances.

**GUIDELINES**

Board members exercise this responsibility by voting for financial policies and the budget. The tools used by the Board include the budget, the accounting information system, and financial policies. Information will be made available to all Board members on fiscal responsibilities. Training will be made available on request.

## **FINANCIAL OPERATIONAL POLICIES**

**Section: 6.0**

**Number: 6.2**

### **Finance Committee Responsibilities**

---

#### **POLICY**

The Finance Committee responsibilities will be as laid out in the Roles of Committees as per the Governance Policies.

#### **GUIDELINES**

**Finance Committee  
Will:**

- Liaise closely with the Fundraising Committee in order to be cognizant of current and future funding initiatives or projects, and in order that the financial needs of the Program are accommodated.
- With the Unit Coordinator, be responsible for submitting, preparing, and recommending the annual budget.
- Be responsible for ensuring that appropriate annual financial returns are complete and audited as required.
- Be responsible for preparing funding proposals and submissions to acquire corporate, government and community financial support.



## **FINANCIAL OPERATIONAL POLICIES**

**Section: 6.0**

**Number: 6.3**

### **Treasurer**

---

#### **POLICY**

The responsibilities of the Treasurer will be as laid out in the role of the Executive Committee section as per the Governance Policies.

#### **GUIDELINES**

##### **Treasurer will**

- Liaise with the Unit Coordinator in order to oversee and be familiar with all aspects of the financial operations of the Society.
- Have signing authority for all bank accounts, in association with one or more other member of the Board.
- Chair the Finance Committee.

**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.4**

**Unit Coordinator**

---

**POLICY**

The Unit Coordinator supports the Treasurer in budgeting.

**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.5**

**Monitoring the Budget**

---

**POLICY**

The Finance Committee, in conjunction with the Board of Directors and the Unit Coordinator will monitor the budget for Jasper Victim Services.

**GUIDELINES**

- The Board of Directors is responsible for approving the annual budget as presented by the Finance Committee and monthly reports provided by the Treasurer and Unit Coordinator.
- The Board of Directors will ensure that the budget is on track through monthly reporting by the Treasurer and/or Unit Coordinator, and make adjustments if required.
- The Board of Directors will determine that the activities of Jasper Victim Services remains consistent with the activities indicated in the budget.
- The Finance Committee will ensure that the Treasurer files the annual reports to Revenue Canada and other organizations on a timely basis.
- The Treasurer and the Unit Coordinator will ensure that the funds designated for special projects will be kept for that purpose.
- Purchases of less than \$5,000.00 will not be considered capital items.

**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.6**

**Bookkeeping**

---

**POLICY**

No individual will handle all transactions. Duties will be segregated to create an internal system of checks and balances.

**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.7**

**Signing Authority**

---

**POLICY**

Jasper Victim Services Board of Directors will decide who has signing authority.

**GUIDELINES**

- A minimum of two signatures must appear on Board cheques. This will ensure that the expenditure is reviewed by two people, who must ensure that the expenditure is in line with Board policy and budget.

**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.8**

**Financial Records**

---

**POLICY**

Jasper Victim Services will keep a record of all cash receipts.

**GUIDELINES**

- All cash receipts will be organized by time and category.
- A record of all expenditures will be organized by time and category.

**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.9**

**Petty Cash**

---

**POLICY**

Jasper Victim Services will keep cash on hand for expenditures.

**GUIDELINES**

- A maximum of \$300.00 will be kept on hand in a locked container so that small purchases may not have to be paid for by cheque.
- A receipt must be kept for each transaction.
- The Unit Coordinator must be able to show that the limit is being observed.

**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.10**

**Cheques/Direct Payments**

---

**POLICY**

The Treasurer of Jasper Victim Services will have custody of cheques and receipts.

**PROCEDURE**

- All cheques will be numbered.
- All cheques and receipts will have Jasper Victim Services' name and address printed on them.
- Voided cheques will be marked "Void", preserved and filed as per standard accounting practice.
- Bank statements will be reconciled against the computer accounting system.



**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.11**

**Financial Reporting**

---

**POLICY**

Jasper Victim Services will generate Statements of Financial Position and Operations.

**GUIDELINES**

- This report will be generated annually under the supervision of the Treasurer and will be verified by an audit.

**FINANCIAL OPERATIONAL  
POLICIES**

**Section: 6.0**

**Number: 6.12**

**Audited Financial Statements**

---

**POLICY**

Jasper Victim Services Board of Directors will request a full external audit.

**GUIDELINES**

- A certified accountant, from time to time, as required by the Board of Directors, will do a full external audit.
- In between years, a compilation, reader's review, or an informal internal audit may be completed as recommended by the Board.

**FINANCIAL**

**Section: 6.0**

**Number: 6.13**

**Reserve Funds**

**POLICY**

Whereas revenues, grants and contributions are not regularly received every year; and Whereas funding is required on an annual basis to cover on-going expenses; and Whereas we, the Board of Directors are mindful of our fiscal responsibilities;

Be it resolved that we establish and maintain a reserve fund sufficient to cover our normal annual operating costs for a minimum of six months. It is understood that this Operational Contingency Fund will be accessed to cover expenses due to funding shortages.

**GUIDELINES**

**Negotiations**

To optimize the agency's financial position, the Treasurer will negotiate service charges and interest paid on deposits and investments with selected area banks and financial institutions. Such negotiations shall be on-going.

**Investments**

All excess cash shall be invested at the direction of the Finance committee. Investments will be limited to low, or no risk instruments, such as Guarantee Investment Certificates or government bonds or debentures. Investments in excess of \$50,000.00 (fifty thousand dollars), or having a term greater than one year, will require the pre-approval of the Board of Directors.

**Reporting**

At the Request of the Board, the Treasurer shall provide a detailed report on the status of each investment.

## APPENDIX – 7.1

### Jasper Victim Services Unit – Advocate Agreement

All Advocates and/or applicants should be prepared to enter into an agreement of commitment from the time of signing a contract with the program.

I acknowledge that as a prerequisite of appointment/designation as a Victim Services Advocate that:

- I must pass an RCMP Reliability Status Security Clearance
- I must complete the mandatory Victim Advocate Training provided in partnership by the Alberta Solicitor General and Public Security and the Alberta Police Based Victim Services Association as stated in the Agreement of Voluntary Contribution
- I must sign and adhere to the following:
  - Agreement of Voluntary Contribution
  - Oath of Confidentiality
  - Code of Ethical Conduct

After completing the first year, each Advocate will have the opportunity to renew his/her commitment by signing a new annual agreement after an evaluation on their anniversary date of each year.

\_\_\_\_\_  
Signature of Volunteer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Unit Coordinator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of NCO i/c or Delegate

\_\_\_\_\_  
Date

**APPENDIX – 7.2**

**Jasper Victim Services Unit – Agreement of Voluntary Contribution**

I affirm that I will volunteer my services, as a Victim Services Advocate of the Jasper Victim Services Unit for a period of one year.

As an advocate, I agree to volunteer as a Victim Services Advocate a minimum of four – sixteen hour shifts per month. I agree that one of these shifts will be sometime between Friday five pm and Monday eight am one weekend per month.

I understand that my tenure as an advocate is dependent on being able to maintain an RCMP Reliability Status Security Clearance.

I affirm that I will complete the mandatory Victim Advocate Training provided in partnership by the Alberta Solicitor General and Public Security and the Alberta Police Based Victim Services Association.

I recognize that advanced training sessions, offered through the Victim Services Unit, will enable me to perform my duties in a more structured, efficient and satisfactory manner. I accept the need for initial and advanced training in order to provide quality service and accept the need for supervision in the performance of my duties.

I understand that no document is to be copied and/or removed from the Victim Services office or the RCMP Detachment.

I agree that all training and on-going supervision received may be of benefit to me in my daily life and in my future personal and professional lives and recognize that the commitment of training on my part may be substantial.

I must sign and adhere to the following:

- Oath of Confidentiality
- Code of Ethical Conduct

I agree that I will attend all monthly staff meetings, and I will notify the Jasper Victim Services office if I am unable to attend.

I have read all of the above statements and affirm that I agree with the content and will adhere to all of the commitments contained herein, failure to follow through with the conditions of this agreement will result in dismissal from the Jasper Victim Services Unit.

\_\_\_\_\_  
Signature of Volunteer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Unit Coordinator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of NCO i/c or Delegate

\_\_\_\_\_  
Date

## APPENDIX – 7.3

### Jasper Victim Services Unit – Advocate Oath of Confidentiality

I hereby affirm that my position as a volunteer of the Jasper Victim Services Unity is one of a strict confidential nature.

I agree that any knowledge gained as a result of my position will remain in strictest confidence.

I agree to exercise due care that any information I provide victim/witnesses is only that information which they are entitled to know. If I question their entitlement to said information, I will not provide the information until I have sought clarification from the Unit Coordinator or RCMP member.

I will not discuss specific facts and/or personal data concerning victims, witnesses, co-workers and/or police with members of the media, private citizens or other victims/witnesses.

I understand that I cannot promise complete confidentiality to any victim or witness to whom I provide service, in that, under the rules of evidence for disclosure, I may be subpoenaed to appear in Court and to give evidence.

I have read all the above statements and affirm that I agree with the content, and will adhere to all confidentiality regulations contained herein.

\_\_\_\_\_  
Signature of Volunteer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Unit Coordinator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of NCO i/c or Delegate

\_\_\_\_\_  
Date

## **APPENDIX – 7.4**

### **Jasper Victim Services Unit – Advocate Code of Ethical Conduct**

As a volunteer Advocate with the Jasper Victim Services Unit, I will agree with the following statements and affirm that I will adhere to this code at all times.

I believe with the dignity of the individual and in the individual's right to self-determination.

I will perform all assigned tasks to the best of my ability.

I agree that each individual deserves courteous attention and that hostile, aggressive persons will be treated in as courteous a manner as possible.

I will not discriminate and/or provide preferential treatment because of race, colour, religion, age, gender, sexual orientation, economic status or national ancestry in my service to victims and witnesses and will attempt to prevent such discrimination from occurring.

I respect the current judicial process of Canada and will not criticize the judicial system to the clients I serve.

I understand that my opinions are not necessarily those of the Victim Services Unit, the RCMP, or the Victim Services personnel. I agree to clarify my opinions versus Unit or Detachment policies in any statements made to anyone.

I understand the confidential nature of my duties with the Unit and agree to maintain the strictest confidentiality.

I understand that I may only discuss details of a file with the Unit Coordinator or the investigating RCMP member.

I agree to abide by all written procedures and policies of the Jasper Victim Services Unit.

I agree that co-workers are entitled to hold their own opinions and if their opinions are different from mine, I will attempt to reconcile with the other worker; if not possible, I will express my concerns through appropriate channels (Victim Services Unit Coordinator and/or the Detachment Commander and/or RCMP liaison member or designate).

I agree that I will ask detailed personal questions of clients only when the questions are necessary and proper.

I agree that acceptance or rejection of services offered is totally at the discretion of the victim/witnesses.

I agree that I will not profit financially, directly or indirectly as a result of my work with Victim Services during and after services as Victim Services Advocate.

I agree that I will not use any knowledge gained through my services to victim/witnesses for any personal financial gain or profit during and after services as a Victim Services Advocate.

I agree that I will abide by the dress code ascribed at Victim Services, presenting myself attired in neat, clean and appropriate clothing when on official Victim Services business.

I agree that I will respect the belief systems of all persons with whom I come into contact as a result of being a Victim Services volunteer.

I agree that I will disclose any and all information that may be considered as a potential conflict of interest including but not limited to the Auxiliary Policing Program, Restorative Justice Program, counseling services, or any other program which may be considered a conflict of interest with responsibilities in the Victim Services Program according to RCMP guidelines.

I understand that a breach of these codes or of any other documentation that I sign with the Jasper Victim Services Unit is grounds for immediate dismissal from the Victim Services Unit.

\_\_\_\_\_  
Signature of Volunteer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Unit Coordinator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of NCO i/c or Delegate

\_\_\_\_\_  
Date