

POLICY MANUAL

Last edited: December, 2025



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GLOSSARY of TERMS

“Accident” A sudden and unforeseen event attributable to any factor which caused an injury to a person while carrying out a qCJ sanctioned activity or material damage to qCJ property.

“Advocacy” is any action that speaks in favor of, recommends, argues for a cause, supports, or defends, or pleads on behalf of others. It includes public education, regulatory work, litigation, and work before administrative bodies, lobbying, nonpartisan voter registration, nonpartisan voter education, and more.

“Affected Party” - Any victim, survivor, or other individual who has been harmed by the underlying action or offence

“Case Team” - The team of qCJ Personnel assigned to a file.

“Compensation Range”: a range that qCJ is willing to offer for the services. qCJ feels that a failure to provide a compensation range leads to structural inequities that encourage contractors to undervalue their services and or deter contractors from preparing proposals due to lack of transparency.

“Contractor”: independent contractor, vendor, service provider, self-employed individual, company, non-profit society, agency in an independent trade, business or profession who offer their services to the general public under a contract or agreement. Typically, contractors supply their own workplace and tools, control their work schedule, and have a particular set of skills not found elsewhere within staff. These individuals are not eligible for employee benefits and are not covered under qCJ’s WorkSafe BC insurance.

“Culpable Issue”: Personnel’s unacceptable attendance, performance or behaviour is culpable when the behaviour is intentional. All personnel know what’s expected and is capable of meeting the expectations but chooses not to do so. Discipline is only for culpable behaviour. Culpable issues may be minor such as consistently showing up for work late or abusing a privilege such as using personal social media at inappropriate times during the workday or serious such as a violation of the qCJ Code of Ethical Conduct including any human rights violations.

“Cybersecurity” is the practice of protecting critical systems and sensitive information from digital attacks. Also known as information technology (IT) security, cybersecurity measures are designed to combat threats against networked systems and applications, whether those threats originate from inside or outside of an organization.

“Conflict of Interest” arises when any individual has a certain personal interest that may interfere with the interests they must have as someone connected to qCJ.

“Discrimination” refers to the treatment of a person or group differently or negatively because of prejudice and bias. This can take on many different forms such as harassment, unequal pay or benefits, unequal conditions, or service provisions, to hate propaganda.

“Dismissal for Cause” – The act of firing an employee for poor performance or minor misconduct. Unless the employer is able to prove Just Cause following the steps outlined in the Employment Standards Act of BC, the employer must provide notice and/or compensation.

“Dismissal for Just Cause” – The act of terminating personnel from their position for a serious offence. An employer can fire an employee with just cause if they commit a serious offence. For example, if an employee steals, commits fraud, acts dishonestly, assaults, harasses others, or otherwise violates the qCJ Code of Ethical Conduct causing harm to others of qCJ. In such cases, no notice or compensation for employees is required. Just cause also applies to other qCJ personnel if they commit a serious offence as outlined above.

“File” - A referral that has been accepted by qCJ to receive Restorative Justice services.

“FOIPPA” - The Freedom of Information and Protection of Privacy Act sets the standards for the collection, use and disclosure of personal information for all public bodies operating in BC. In cases where qCJ contracts directly with a public body to deliver services to individuals, FOIPPA will apply.

“Harassment and Bullying” includes any inappropriate conduct or comment by any person, including fellow employees, contractors, volunteers, individuals using qCJ services, and the general public, towards employees and others performing duties on behalf of qCJ, that the person knew or reasonably ought to have known would cause that person to be humiliated or intimidated. Examples of conduct or comments that might constitute harassment/bullying include verbal aggression or insults, calling someone derogatory names, vandalizing personal belongings, and spreading malicious rumours. It applies to interpersonal and electronic communications, such as email and social media. It is applicable to all locations where qCJ work is performed.

“Harms” – Conflicts or crimes

“Hiring committee”: 3-5 members, which must include the qCJ manager, appointed by the board to assess the Request for Proposals’ applicants. Committee members should be selected for their expertise.

“Guiding Principles” – The foundation on which the Practice Standards are based

“Intellectual Property” means all tangible and intangible information and material including ideas, discoveries, inventions, formulas, algorithms, software code, techniques, processes, know-how, trade secrets and other similar property.

“Incident” Event or situation attributable to any factor which could cause an injury or illness to staff, volunteers, participants or community members or material damage to qCJ property. Any event or situation that requires external response such as police, mutual aid support, etc.

“Injury” An injury arising out of or in the course of an accident or a disease suffered by staff, volunteers, participants or community members as a result of an action of qCJ or during the course of a qCJ activity.

“Lobbying” typically involves communicating with decision makers (elected officials and civil servants in a position of deputy minister or higher), about existing or potential legislation, and urging a vote for or against. All three components of this definition are required: decision makers, actual legislation, AND asking for their vote. In Canada, any registered charity has an obligation to adhere to and limit their lobbying activities according to Canada Revenue Agency (CRA) guidelines.

“Non Culpable Issue”: Personnel’s unacceptable attendance, performance or behaviour is not considered culpable when the cause of the issue is determined as not the fault of that person. The person knows what’s expected but isn’t capable of meeting the expectations, such as not meeting attendance expectations due to illness or injury or not performing job responsibilities to a satisfactory level due to lack of skill or training. Non-culpable misconduct requires a non-disciplinary response.

“Oppression” refers to unjust treatment or control that is often perpetuated by a system and their policies/practices such as an organization, government, or society.

“Paid leave” involves time off work where the employer is obligated to pay the employee their regular income for the time away from work. At qCJ, paid leave includes holiday, medical/sick leave, and statutory holidays.

“Participant” - Any Affected Party, Responsible Party, Support Person, or other person participating in a Restorative Justice process.

“Personnel” - Any staff, volunteers, mentors, facilitators, board members or contractors that represent qCJ.

“PIPA” - BC’s Personal Information Protection Act sets out rules for how organizations collect, use, and disclose personal information. Because qCJ does not contract directly with a public body to deliver services to individuals, PIPA applies to most of its operations.

“PIPEDA” - Personal Information Protection and Electronic Documents Act is a Canadian law relating to data privacy. It governs how private sector organizations collect, use, and disclose personal information in the course of commercial business. Because British Columbia has their own private-sector privacy laws that have been deemed substantially similar to PIPEDA, organizations are generally exempt from PIPEDA with respect to the collection, use or disclosure of personal information in BC.

“Personal Information” - Any recorded information about an identifiable individual other than their business contact information. Personal information includes information that can be used to identify an individual through association or inference and may include their name, address, birth date, email address and phone number.

“Prejudice” means to ‘pre-judge’ and is an attitude towards a person or group. When applied to racism, prejudice refers to beliefs or attitudes about an individual or group based on negative or positive stereotyping. Internalizing prejudice leads to bias, which is a predisposition to build on stereotypes. Together prejudice and bias form the motivation for discrimination. Prejudice and bias are a state of mind and there are no laws to prohibit them.

“Professional services” are customized services utilizing specialized expertise provided for a fee which is determined by each contractor for each contract. These services are unique, technical and/or infrequent functions and the contractor should be qualified to provide services based on education, experience and/or technical ability. In most cases, these services are of a specific project nature and are not an ongoing responsibility of qCJ.

“Racism” Refers to a set of beliefs that asserts the superiority of one ‘racial’ group over another (at the individual as well as institutional level), and through which individuals or groups of people exercise power that abuse or disadvantage others on the basis of skin colour and racial or ethnic heritage.

“Referral” - A conflict, underlying harm, or offence referred to qCJ

“Reparation” – a broader concept than restitution, referring to any action taken to repair the harm, including financial, symbolic or emotional actions.

“Request for Proposals” (RFPs) include: A clear project description, list of deliverables, and timeframe for completion; A compensation range; Clear submission guidelines including: why the applicant is

interested in the contract, what relevant experience they have, project plan/how the contractor plans to meet the deliverables, budget, references.

“Resolution Agreement” – a set of actions that everyone in Circle agrees to take in order to repair the harm.

“Responsible Party” - An individual accused of the underlying harm or offense.

“Restitution” – a form of compensation, typically monetary, paid by the responsible party to the affected party to cover financial losses incurred as a result of the harm.

A “risk” is the potential for an organization’s actions or decisions to produce an undesired result. It can also be the potential for the actions or decisions of someone outside the organization to produce an undesirable result that may be attributed to the organization.

“Support Person” - An individual providing support to an Affected Party or Responsible Party. May include a friend, family member, community member, service provider, or other professional.

“Termination of Employment”: Ending of employment for an employee (does not include a temporary lay-off).

“Unpaid leave” involves approved time off work for which the employee is entitled under BC Employment Standards Act (ESA) where the employer is not obligated to pay the employee for the time away from work but is obligated to protect the employee’s job with the employer. Some types of unpaid leave may be eligible for compensation through government benefits such as Parental Leave, Compassionate Care Leave.

Section 1: INTRODUCTION

1. Purpose

Board Approved: July 31st, 2023

The Board of qathet Community Justice has a desire to deliver quality services. Accordingly, it is determined to maintain, within the framework provided by the law, a clear set of policies to guide the work in an ethical, clear and concise manner that aligns with qCJ values. Procedural guidelines for qCJ programming are included in the “qCJ Volunteer Handbook”.

2. Mission, Vision, Values

Board Approved: July 31st, 2023

Mission – qathet Community Justice aims to bring communities together in relationships of trust and restore relationships where conflict or crime has caused harm.

Vision – Our vision is a welcoming community where all people feel safe and respected, where we are all committed to working together towards justice and inclusion.

Values – Respect, responsibility and collaboration are at the heart of what we do.

Respect – We celebrate diversity and believe each person deserves to be treated with dignity. We focus on creating environments where every person feels heard, valued and included.

Responsibility – We believe both individuals and communities have a responsibility to protect the safety of all and take action to hold one another accountable when people’s safety or well-being has been violated.

Collaboration – We value the collective wisdom that emerges when people come together to resolve challenges by listening, learning from, and building upon one another’s perspectives.

SECTION 2: GOVERNANCE AND ADMINISTRATION

3. Constitution

Revised: October 12th, 2023

The purposes of the Society are:

1. The name of the Society is “qathet Community Justice Society”.
2. The purposes of the Society are as follows:
 - a) To promote the moral and ethical development of the community by providing restorative justice services after a crime or conflict has occurred to victims, offenders, and their communities
 - b) To advance education by providing training and workshops on restorative justice principles and processes, non-violent conflict resolution, victim rights, and offender rights, to the public
 - c) To do all such things as ancillary and incidental to the attainment of the above purposes.

4. Bylaws – Link to Bylaws [here](#)

5. Accountability to Members, Stakeholders, Community

Board Approved: July 31st, 2023

qCJ is primarily accountable to its members, stakeholders and the community at large. As such, it will conduct its business transparently and in accordance with its mission, vision and values. At minimum, qCJ will prepare and release an annual report to the public and adhere to all reporting required by funders and other statutory requirements.

6. Compliance with Legislation, Regulations, and Standards

Board Approved: July 31st, 2023

In the event that there is a conflict between the contents of this manual and any statutory requirements such as: the Employment Standards Act, the Human Rights Code of British Columbia and the Canadian

Charter of Rights, the latter will take precedence. In the event that any future legislation renders null and void or materially alters any provision of this Manual, the remaining provisions shall remain in effect.

7. Insurance

Board Approved: July 31st, 2023

7.1 Definitions

“Personnel” - Any staff, volunteers, mentors, facilitators, board members or contractors that represent qCJ.

The qCJ Board is responsible for obtaining appropriate insurance or delegating this task to the qCJ Manager. qCJ will at all times have General Liability coverage and Directors & Officers Insurance. General Liability coverage must apply to special events that take place outside of the qCJ office. The qCJ Manager is responsible for coordinating with personnel planning special events to obtain proof of insurance as needed. Personnel should be aware that only the services and clients that are mandated in the job description and/or qCJ’s contract with the funding agency are covered by insurance obtained by qCJ. Maintaining appropriate insurance is a small piece of risk management, which is outlined in more detail in Section 8: Risk Management.

8. Privacy and Confidentiality

Board Approved: July 31st, 2023

8.1 Definitions

“FOIPPA” – The Freedom of Information and Protection of Privacy Act sets the standards for the collection, use and disclosure of personal information for all public bodies operating in BC. In cases where qCJ contracts directly with a public body to deliver services to individuals, FOIPPA will apply.

“PIPA” - BC’s Personal Information Protection Act sets out rules for how organizations collect, use, and disclose personal information. Because qCJ does not contract directly with a public body to deliver services to individuals, PIPA applies to most of its operations.

“PIPEDA” – Personal Information Protection and Electronic Documents Act is a Canadian law relating to data privacy. It governs how private sector organizations collect, use, and disclose personal information in the course of commercial business. Because British Columbia has their own private-sector privacy laws that have been deemed substantially similar to PIPEDA, organizations are generally exempt from PIPEDA with respect to the collection, use or disclosure of personal information in BC.

“Personal Information” - Any recorded information about an identifiable individual other than their business contact information. Personal information includes information that can be used to identify an individual through association or inference and may include their name, address, birth date, email address and phone number.

8.2 Delegated Privacy Officer

qathet Community Justice (qCJ) protects the privacy of personal information of all personnel and participants, adhering to the guidelines in PIPA and/or FOIPPA as appropriate. To meet these guidelines, the qCJ Manager has been delegated as the Privacy Officer for qCJ and is responsible for ensuring that the requirements of FOIPPA and PIPA are met when delivering services and prior to implementation of new programs and practices. Any inquiries or complaints regarding qCJ privacy policy will be referred to the qCJ Manager. The identity and contact information of the privacy officer must be acknowledged and confirmed with all participants before accessing services.

8.3 Obligations of All Personnel

All personnel are responsible for adhering to the following guidelines when and if they have any role in collecting, using, or disclosing personal information about anyone involved with qCJ.

- Limiting the collection and use of personal information to that which is relevant and necessary for the purpose for which it was collected.
- Clearly outlining the purpose for collecting identified personal information before seeking consent.
- Ensuring informed consent from all individuals to collect, use, or disclose their personal information, and explaining the limits of consent where qCJ is legally authorized or required by law to disclose without consent.
- Storing and protecting personal information with security safeguards against risk of loss, unauthorized access, destruction, use, modification, or disclosure of such information.
- Retaining personal information in qCJ records for a specified period of time as required by law or policy.
- Maintaining openness about policy and practices with respect to personal information including what kinds of information the organization has, where it is stored and how it is used.
- Ensuring employees are not suspended, demoted, disciplined, harassed, or otherwise disadvantaged if they report an infraction under the protection and no retaliation sections of the Personal Information Protection Act (PIPA) or our policy.
- Informing individuals of the process for obtaining or correcting their personal information; and accounting publicly for compliance measures related to these practices.
- Reporting any privacy breaches or suspected privacy breaches immediately to the qCJ privacy officer.
- Complying with any Terms and Conditions in relation to privacy protection that form part of our contractual obligations in any service contracts through government or other authorities.

8.4 Privacy and Referrals Made by the RCMP or Crown

Like all referrals, information collected about an individual referred by the RCMP or Crown and/or gathered in the Circle Process is treated as confidential and is not available for purposes outside of the work of qCJ, such as court process, mediation, etc. unless subpoenaed.

However, when a case is referred from the RCMP or Crown through a formal referral or court order, qCJ is obligated to report the following information:

- Confirmation that the referred person has agreed to qCJ services.
- Dates of meetings or Circle proceedings.
- Dates of contact between participants and Case Team (phone calls, emails, etc.).
- Agreement Resolution (if applicable).
- Case Summary.

Only the qCJ Manager or delegate is authorized to forward any required information to the RCMP or Crown.

Prior to the acceptance of an individual referred by the RCMP or Crown, the qCJ Manager or delegate will review qCJ's reporting relationship with the individual so it is clearly understood. Should the individual wish to proceed, all reporting responsibilities will be outlined in the agreement signed with them prior to commencement of service.

If the case involves a Young Person, as outlined in the Youth Criminal Justice Act, information that is considered relevant in other civil or criminal proceedings may be subpoenaed by the Court.

8.5 Privacy of qCJ Business Operations

Personnel will not divulge, disclose, provide or disseminate confidential business information regarding qCJ operations to any third party at any time, unless the qCJ Manager or Board of directors provides authorization to do so. Any privileged documents attached to funding or other applications must be approved by the qCJ Manager or delegate.

This policy does not apply to the marketing and other information about qCJ that is generally made available publicly through our website and other platforms.

8.6 Limitations of Privacy

qCJ is required by law to report incidents of known or suspected child abuse and known or suspected incidents of an individual harming others or themselves. These incidents will be reported to the appropriate authority.

9. Cybersecurity

Board Approved: July 31st, 2023

9.1. Definitions

"Cybersecurity" is the practice of protecting critical systems and sensitive information from digital attacks. Also known as information technology (IT) security, cybersecurity measures are designed to combat threats against networked systems and applications, whether those threats originate from inside or outside of an organization.

9.2. Policy

qCJ is committed to protecting all sensitive information gathered and stored electronically as part of ongoing business operations. All qCJ personnel are expected to adhere to the following proven cybersecurity measures when working with qCJ electronic information systems

- Refrain from leaving computers, phones or tablets unattended or screens visible when they are displaying sensitive data.
- Log off when you have to leave the computer even if you are not finished a task. Save and log in later.

- Make sure all devices have a screen saver set to lock after 5 or less minutes so access is locked if you accidentally leave a device somewhere.
- Never print sensitive documents on printers when you are not there to get the document as soon as it prints.
- Never throw sensitive documents in the garbage – always shred
- Never display or store your passwords where others can see or get access; Never share or let others (except qCJ admin) use your password
- Never open documents or reply to e-mails or open links in emails from unknown sources – report all suspicious e-mails to the qCJ Manager immediately
- Never share information about qCJ or people served by qCJ on social media or public websites without explicit authorization from qCJ even if you have the permission of the individual.
- If you think a security breach may have happened, no matter the cause, report to the qCJ manager immediately

10. Records Retention and Destruction

Board Approved: July 31st, 2023

Case files, along with all other confidential information, will be stored in a locking cabinet in the qCJ office, at the qCJ office (116-4801 Joyce Ave, qathet, BC, V8A 3B7) or securely online. Where possible, files will be stored online.

The qCJ Manager and qCJ Board President will have access to completed files. Only volunteers who are a part of the Case Team will have access to the open Case File and will no longer have access once the Case File is closed.

Case Files will be held for seven years after their completion. After this time, they will be shredded and only a summary document with outcomes will be kept for program evaluation and tracking purposes.

All records that have been stored for their allotted time period will be shredded annually on a date to be determined by the qCJ Manager.

11. Policy Development

Board Approved: August 9th, 2023

The qCJ Board holds primary responsibility for the establishment and monitoring of all policies. The Board may delegate policy development to the qCJ Manager.

The Board endeavours to obtain a broad understanding of the issues that inform policy development and to develop policy with qCJ values in mind. As such, all personnel may request discussion on the creation or revision of a qCJ policy at any time. A community member may request a policy discussion with sponsorship by any qCJ personnel.

11.1. Procedure

The following procedures will be followed in initiating and approving qCJ policies:

1. A written request is provided to qCJ. It may include suggestions for recommended policy. Anyone can request a policy review including staff, volunteers and community members.
2. The qCJ Manager will forward the request to the Board to determine if qCJ will draft or review the suggested policy. The Board will make a decision on whether to draft or review the suggested policy within 3 months of receiving the request.
3. If Board agrees that a policy draft or review is needed, a request may be sent to the Program Development Committee to assist with a first draft.
4. Drafted policy will be submitted to the Board for consensus approval. If consensus cannot be reached, the Board will either edit the document internally until consensus can be reached, or request assistance from the Program Development Committee.
5. Once approved, policy will be included in the qCJ Policy Manual with date of approval. A copy of the qCJ Policy Manual will be available to the public on the qCJ website and available by request to the qCJ Manager at any time.

11.2. Revision and Review

Policy development is ongoing, and policy may be revised at any time. Ideally, the Board will review policy annually, but must conduct a review at least once every five years. The Board reserves the right to change, alter, delete or add policies and procedures through Board consensus. The Board may make correction of technical errors, such as typographical errors, without consensus. Such corrections shall not alter the intent of the policy or procedure.

12. Intellectual Property

Board Approved: July 31st, 2023

12.1. Definitions

“Intellectual Property” means all tangible and intangible information and material including ideas, discoveries, inventions, formulas, algorithms, software code, techniques, processes, know-how, trade secrets and other similar property.

12.2. Policy

Except as specified in section “Intellectual Property Not Covered in this Policy” (Policy X) below, personnel agree that qCJ will have exclusive ownership of all Intellectual Property that they conceive or produce during that persons employment/service regardless of whether or not it (1) can be protected by copyright, patent, trademark or other similar legal protection, (2) is conceived or produced during or outside the staff or volunteer’s regular working hours, or (3) is conceived or produced exclusively by the staff or volunteer or jointly with others.

All personnel hereby assign to qCJ all rights, title and interest they may now or in the future have to the Intellectual Property covered in this policy. Personnel waive all moral rights to any and all copyrights subsisting in said information and material.

Personnel agree to promptly disclose to qCJ in writing all Intellectual Property covered in this policy. With respect to the Intellectual Property covered in this policy, personnel agree, upon qCJ’s request, to promptly sign any related applications or other documents including 1) to obtain or maintain a

patent, copyright, trademark or other similar protection, 2) to transfer ownership to qCJ, and 3) to assist qCJ in any proceeding necessary to protect and preserve said Intellectual Property. These documents will be prepared at qCJ's expense.

These Intellectual Property Policies will remain in full force and effect even upon the termination of the Employment Agreement, Volunteer Service Agreement or Contract.

12.3. Intellectual Property Not Covered in this Policy

This policy does not apply to Intellectual Property that personnel develops outside of regular working hours if it is (1) not developed in the ordinary course of employment/service, (2) is developed without the use of qCJ's proprietary or confidential information, and (3) is developed without the use of any of qCJ's business resources.

12.4. Intellectual Property Rights of Funders

Personnel understand that certain funding contracts for their job and position (paid or unpaid) may require qCJ to assign intellectual property rights to the funder. In such cases personnel agree that the requirements of this Intellectual Property Agreement shall apply to require assignment of the covered Intellectual Property to the funder.

13. Research Code of Ethics

Board Approved: July 31st, 2023

Research conducted by qCJ will be guided by the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans – TCPS 2(2019). As such, it will be uphold the core principles of (1) Respect for persons, (2) Concern for welfare and (3) Justice. All research will be overseen by the equivalent of an ethics committee as approved by the qCJ Board.

Research participants will be informed of the purpose, risks and benefits of their participation. Participation is entirely voluntary and consent may be withdrawn at any time, at which point no further information in relation to the research will be gathered by qCJ. All personal information will be stored in accordance with qCJ's privacy and file storage policies. Identifying information will be kept confidential unless explicit written consent is given by research participants. qCJ personnel will first and foremost prioritize the safety of research participants and must include safety planning in all research development.

Related Documents

- [Tri-Council Policy Statement \(TCPS\), Ethical Conduct for Research Involving Humans](#)

SECTION 3: BOARD MANAGEMENT

14. Directors

Board Approved: July 31st, 2023

qCJ Board of Directors will be managed as per [qCJ Bylaws](#), Part 4 – Directors

15. Board Structure

Board Approved: July 31st, 2023

As per qCJ Bylaws, there will be 3-11 Directors, including a President, Secretary and Treasurer. A Vice-President or Co-Chair position is encouraged for succession planning. Any Director, other than the President, may hold more than one position. The Board may delegate responsibility to the Nominating Committee for guidance on Board structure and recruitment needs. Terms will be staggered to ensure the Board does not consist of entirely new Directors at any time.

16. Board Ethics

Board Approved: July 31st, 2023

The qCJ Board, like all qCJ personnel, are expected to uphold the [qCJ Code of Ethical Conduct](#). qCJ Directors should pay particular attention to Party 3: Responsibilities, Board Members.

17. Roles and Responsibilities of Directors

Board Approved: July 31st, 2023

In addition to the normal responsibilities of a Director, serving on any Board, qCJ defines the roles and responsibilities of a Director, elected under the By-Laws of the Society as including the following:

- A) Attendance at the regular meetings of the Board, having fully prepared for the matters to be discussed through reading previously circulated materials, consulting with other Directors, and review of the minutes of the previous meetings.
- B) Regular monitoring of reports on qCJ activities, policies, and procedures
- C) Promotion of, and advocacy for, the interests, programmes, services, and work of qCJ among the broader community
- D) Bringing any issues or concerns to the attention of the Board
- E) Responding to emails and other communications in a timely manner (within one week unless special circumstances arise). A lack of response will be taken as approval of the decision at hand.

17.1. Roles and Responsibilities: President

The President of qCJ has the primary leadership function of the organization.

The President leads the Board of Directors through:

- Setting the Agenda of the Board meetings
- Presiding at Board meetings, ensuring that all Directors provide input into decisions, encouraging orderly discussion of Board business, and facilitating the Board's decision-making processes.
- Serving the important liaison function between the Board and the qCJ Manager
- Monitoring the performance of Directors and the other officers of the Board to ensure tasks are completed in a timely manner and that they receive the resources and support needed to perform their duties.
- Seeking input on the future direction and vision of qCJ from the broader community, and other Directors, and brings those ideas to Board level discussion and planning.

- Ensuring the performance of the qCJ Manager monitored against established criteria

In cases of conflict, controversy, or legal matters, the President is the sole public representative and spokesperson on behalf of the Board of Directors.

17.2. Roles and Responsibilities: Vice-President

The Vice-President is normally expected to proceed towards nomination as President. Consequently, the Vice-President undertakes a learning process in order to prepare.

The Vice-President:

- Substitutes for the President during the President's absence
- Establishes with the President the best manner of learning the roles and responsibilities of the President's position and is provided with opportunities to become familiar and comfortable with them.

17.3. Roles and Responsibilities: Secretary

The Secretary ensures that qCJ is compliant with the legal requirements for continuing registration under the Societies Act.

The Secretary undertakes, or assures the Board that the following responsibilities have been carried out:

- Timely recording and production of the minutes of Board and other meetings
- Annual and other filings of documents with the Provincial Government are completed by the deadlines
- Other corporate requirements are completed and filed as required
- Ensures the Directors and Members are in compliance with qCJ's ByLaws
- Issuing notice of Board meetings no later than one week prior to the meeting

17.4. Roles and Responsibilities: Treasurer

The Treasurer ensures that qCJ is compliant with the legal requirements of the Income Tax Act and other financial legislation.

The Treasurer undertakes, or assures the Board that the following responsibilities have been carried out:

- Annual tax and charitable contribution filings have been completed by the deadlines and meet other requirements of the legislation
- Accurate monthly bookkeeping and accounts have been reported to the Board
- Annual budget has been prepared with the qCJ Manager and forwarded to the Board for approval.
- Financial policies and procedures are reviewed annually

The Treasurer is one of four signing officers of qCJ.

18. Board Meetings

Board Approved: July 31st, 2023

Board meetings will be held monthly at a regular time and day and will be combined with the qCJ Steering Committee Meeting. At each Board meeting the agenda will include minutes of the last meeting, a financial report, and an administration report.

18.1. qCJ Steering Committee

The qCJ Steering Committee comprises representatives from qCJ volunteers and partners to provide a broad perspective on issues. They will attend as guests to the Board Meeting.

18.2. Quorum for Board Meetings

The quorum for Directors' Meetings shall be a majority of elected Directors. In order to enhance participation in Board Meetings, they may be attended through video conferencing.

18.3. Guests and Observers

Guests and observers may attend if all Directors have been notified and given an opportunity to disagree with the attendance of a guest or observer.

All meetings of the qathet Community Justice Board will be open to invited guests and observers unless the issue(s) being dealt with specifically necessitate public exclusion. If a majority of the Board deems an issue contrary to public interest thus warranting public exclusion, the matter will then be dealt with in an "in-camera" meeting.

18.4 In-Camera Discussions

18.4.1. Criteria for In-Camera Discussion

Part of a Board meeting or separate meeting may be closed to the public if the subject matter being considered relates to one or more of the following:

- labour or other employee/volunteer relations, performance or remuneration;
- matters about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of qCJ or who is a qCJ client;
- acquisition, disposition or management of land or improvements;
- legal or compliance issues, or the integrity of qCJ's financial condition;
- law enforcement, litigation or potential litigation, advice that is subject to solicitor-client privilege including communication necessary for that purpose.

18.4.2. Confidentiality of In-Camera Discussions

All persons attending closed sessions are honour-bound not to discuss or disclose any information relating to confidential discussions.

18.4.3. In-Camera Procedures

Meeting procedures are the same as for Regular Meetings, except for:

- When an in-camera meeting is called there will be a majority of the Board.
- Minutes of previous in-camera meetings are approved in-camera.

Following an in-camera meeting, and when information is no longer deemed confidential or sensitive, the Board will report its decisions at the next regular Board meeting.

18.4.4. Disclosure of In-Camera Minutes and/or Records

Records will be addressed as a Freedom of Information Request. Minutes of in-camera meetings may be disclosed partially or in their entirety on a case-by-case basis, at the discretion of the Board provided that the disclosure of the content of the minutes will not harm the interests of the Society or as required or permitted by law.

19. Annual General Meeting

Board Approved: July 31st, 2023

An Annual General meeting of the Society will be held within 6 months of fiscal year end. All members of qathet Community Justice Society will be invited. A quorum will be 10% of qCJ membership or 3 people whichever is greater.

The agenda will include minutes of the previous AGM, the Year End Financial Report, A President's report and the appointment of the auditor (if required) for the upcoming year.

20. Board Recruitment, Nomination, Evaluation, Succession

Board Approved: July 31st, 2023

20.1. Nominations

As stated in [qCJ Bylaws](#), Part 4 – Directors, Directors will be nominated by a Nominating Committee. Selection will be based on commitment to qCJ vision, mission and values; where possible by expertise offered by the participant; and to create a diverse range of views and opinions within the Board.

20.2. Evaluation and Succession

Evaluation of the Board composition will be made by the Nominating Committee each year. They will attempt to re-balance the Board if needed. The Nominating Committee will secure a commitment from Board members to serve the full length of their term, notwithstanding unforeseen circumstances.

21. Board Orientation and Training

Board Approved: July 31st, 2023

21.1. Orientation

New Board members will familiarize themselves with qCJ website, training manual and all qCJ policies, as well as qCJ Circle process. Board members are required to review sign the qCJ Code of Ethical Conduct annually.

21.2. Training

Board members will participate in governance training as provided. Most training will be “on the job”. Board members are encouraged to participate in at least one dialogue Circle per year.

22. Governing Style and Expectations

Board Approved: July 31st, 2023

qCJ uses Circle format for meetings to ensure all voices in attendance are respectfully heard. Decisions are made by consensus of elected Directors. All decisions will be documented in meeting minutes.

SECTION 4: COMMUNICATIONS

23. Advocacy, Lobbying and Public Policy

Board Approved: August 9th, 2023

23.1. Definitions

“Advocacy” is any action that speaks in favor of, recommends, argues for a cause, supports, or defends, or pleads on behalf of others. It includes public education, regulatory work, litigation, and work before administrative bodies, lobbying, nonpartisan voter registration, nonpartisan voter education, and more.

“Lobbying” typically involves communicating with decision makers (elected officials and civil servants in a position of deputy minister or higher), about existing or potential legislation, and urging a vote for or against. All three components of this definition are required: decision makers, actual legislation, AND asking for their vote. In Canada, any registered charity has an obligation to adhere to and limit their lobbying activities according to Canada Revenue Agency (CRA) guidelines.

(definitions adapted from <https://www.councilofnonprofits.org/advocacy-vs-lobbying> - sourced 02/05/2023)

23.2. Policy

qCJ believes that as a non-profit, our organization has an essential role and voice in shaping public policy in Canada and BC. In our restorative justice work, which is the core of our work, qCJ takes an active role in modelling and effecting change in our communities at a local, provincial, and national level to promote our mission, vision and values. Part of our work involves taking a proactive role in advocacy and lobbying initiatives. In keeping with our values, this work is intended to be collaborative, responsibly undertaken, and respectful.

23.3. Approval for Advocacy/Lobbying Activities

All advocacy/lobbying activities on behalf of qCJ must be approved by the qCJ Board or qCJ Manager. Any sub-committee, employee, contractor, or volunteer planning an advocacy/lobbying activity must first:

- Submit their request in writing to the Board or qCJ Manager for their approval.
 - A request for an event or activity must include the stated intention, plan, dates, associated costs, and other relevant details
 - A request for a communication campaign or other written or media communication must include the full communication script or speaking points.
- Ensure that no action is taken prior to approval from the Board or qCJ Manager
- Work closely with the delegate named by the Board to oversee the activity.

23.4. Permitted Advocacy/Lobbying Activities

qCJ follows the CRA guidelines for Charitable Organizations in determining what activities may be permitted subject to approval from the Board:

23.4.1 Charitable Activities

Charitable activities may include:

- Meeting with or writing to MP's, Cabinet Ministers, Public Servants
- Appearing in front of a Parliamentary Committee
- Appearing in front of a public tribunal

Conditions for charitable activities must be:

- Connected and subordinate to qCJ's charitable purposes
- Non-partisan
- Based on a well-reasoned position
- No call to political action

23.4.2. Political Activity

Political activity may include:

- Organizing a rally, petition, or letter-writing campaign
- Buying ads to pressure the government
- Publicly sharing views that a law or policy should be changed or retained
- Promoting a public call to action
- Funding others to do political activity

Conditions for political activities must:

- Account for no more than 10% of resources used in any year
- Be related and subordinate to qCJ's charitable purposes
- Be reported to the CRA – T3010 reporting – even if there is no expenditure

23.4.3. Prohibited Advocacy/Lobbying Activities

Prohibited advocacy and/or lobbying activities include:

- Any activity that has not been approved by the qCJ Board or qCJ Manager.

- Illegal protests
- Partisan activity – directly or indirectly supporting or opposing a political party or candidate
- Endorsing or opposing a party platform
- Encouraging supporters to vote for or against a party or candidate
- Unequal treatment of candidates during an election period

24. Internal Communications

Board Approved: August 9th, 2023

qCJ is committed to open, transparent operations where all involved feel welcomed and consider themselves an integral part of qCJ and its work. To ensure that all involved are kept up to date with qCJ activities, qCJ ensures that all volunteers, employees and contractors are:

- Added to the qCJ internal e-mail list through which they will receive:
 - Monthly Newsletters
 - Email notices/updates
 - Invitations to participate in training, planning and other qCJ activities
 - Notifications of other events relevant to the work of qCJ that qCJ learns about
- Added to specific email lists and software platforms relevant to their Committee, casework, or other qCJ initiatives in which they are involved so they can:
 - Communicate with others involved in the same work
 - Collaborate on shared projects
 - Participate in planning and project activities together
 - Contribute alongside others

To ensure that we engage in barrier free communication with our volunteers, staff and contractors, qCJ endeavours to use a range of communication tools to accommodate the diversity of users and their preferred ways of communicating. Prior to introduction, any electronic tools will be assessed to ensure a user-friendly interface, available help features, and compatibility with a broad range of devices.

When introducing new electronic communication platforms and/or orienting a new user to an existing qCJ platform, qCJ will:

- Provide instructional material to guide log in, access and use.
- Offer tutorials to provide in person or visual instructions to help guide new users.
- Identify a contact person to provide user assistance.

qCJ also makes a point of welcoming and working with feedback that can support increased accessibility for those who might struggle using the electronic based platforms that qCJ has chosen to support its work. The qCJ Manager will serve as the primary point of contact for all personnel regarding internal communication systems in place. Should accessibility pose a barrier to an individual's engagement, the qCJ Manager will explore possible solutions including but not limited to:

- Options to communicate directly by phone, postal services, and/or other formats that can be reasonably undertaken by qCJ.
- Direct support provided to an individual to help them learn about and navigate the communication platforms used.

25. External Communications

Board Approved: August 9th, 2023

25.1. Written Correspondence

Participant names or other personally identifying information are not to be used in any written correspondence, unless referring to the person you are communicating with by their own name. Always refer to case participants by using their initials or AP/RP (affected party/responsible party) as appropriate.

qCJ letterhead/logos should only be used for:

- Correspondence from authorized personnel related to operational and administrative communications.
- Correspondence approved by the Board of Directors that has been adopted at a Board meeting and signed by the President or other Board member so authorized by the Society.
- Correspondence approved by the Board or qCJ Manager related to committee activities.

25.2. Electronic Mail

All staff whose role involves communicating as a representative of qCJ will be assigned a qCJ email address and must adhere to the following guidelines in all email correspondence:

- All staff must use their qCJ email for all confidential volunteer work and when communicating with people outside of the program concerning the work of qCJ as authorized in their role
- Include a land acknowledgement in their email signature. The qCJ Manager is available to assist in drafting a land acknowledgement or refer personnel to appropriate resources to do so.
- Include the following disclaimer without any amendment:
 - *"If you have received this email and any associated attachments in error, please be advised that its' contents are confidential and the sender should be notified immediately."*
- If an email includes an important document the sender must take appropriate measures to confirm that the email has been received and read (by telephone or request acknowledgement of receipt by return email message).
- When appropriate, group emails should be sent blind carbon copied (bcc) so that individual contact information is not available.

25.3. Authorized Spokesperson

The President is the authorized spokesperson for comments regarding Board opinions, and qCJ interests. The Board may delegate other members of the Board to this role. Confirmation of this delegation will be documented in the Board minutes.

A Committee Chair or delegate is authorized to speak regarding any committee work presented by their committee and formally approved by the Board.

The qCJ Manager is authorized to speak regarding other qCJ matters including programming, special events, approved qCJ policy and other administrative/operational activities.

Unless specifically requested, volunteers are not permitted to represent the Society to the media or to speak on behalf of the Society in an official capacity. In certain cases, volunteers may be authorized to speak on behalf of qCJ. In such cases, authorization must always be previously given by the qCJ Manager and/or President.

25.4. Board Opinion and Disclosure

A Board Member, like any citizen, is free to voice personal opinions. However, a Board Member should always behave in a professional manner in all actions and activities when carrying out his/her volunteer duties or otherwise representing qCJ. Board Members must always adhere to the qCJ Code of Ethical Conduct, as well as confidentiality and privacy policies.

25.5. Misrepresentation and Corrections

Any misrepresentation by the media regarding qCJ, its opinions and interests, will be corrected by a press release from the President, a statement from an authorized qCJ spokesperson, or by providing the relevant documents (correspondence, approved Board minutes, promotional material) or appropriate material to support the correction.

25.6. Representation on External Committees

Board Approved: August 9th, 2023

qCJ seeks to collaborate with local, provincial, and national partners to support our mission, vision, values, and strategic goals. The qCJ Manager and the Board will seek out and respond to invitations to collaborate on external committees where they believe they can have a positive influence. The Board and/or qCJ Manager is responsible for delegating representatives to serve on qCJ's behalf in these groups. Representatives on external committees must adhere to the following guidelines:

- Represent the qCJ mission, vision, and values in all interactions.
- Act professionally adhering to qCJ policies on privacy, confidentiality and the qCJ code of ethical conduct.
- Refrain from making financial or other commitments on behalf of qCJ without first seeking approval from the qCJ Manager and/or delegate.
- Provide regular updates to the qCJ Manager and/or Board about committee work relevant to qCJ.

SECTION 5: EXECUTIVE LEADERSHIP

26. Evaluation

Board Approved: May 4th, 2023

qCJ recognizes the important and pivotal role executive leadership plays in forwarding the mission, vision, and values of qCJ and the activities of the qCJ strategic plan. To support this role, the qCJ Board of directors will have a transparent, written review process that ensures appropriate leadership development and evaluation of its executive leadership performance. The Board will identify

organizational and individual performance targets that provide the basis for evaluation of the qCJ Manager who reports directly to them.

26.1. Evaluation Process

Evaluations will follow the following process:

- Evaluations will be conducted on an annual basis by a team appointed by the Board (delegate(s)). Delegates must be prepared to use best practices for performance coaching and mentoring. Support to Delegates may be provided by an outside advisor appointed by the Board.
- The process will be transparent and respectful. The forms to be used, the format and the timing of the meeting(s) will be jointly reviewed and confirmed by the Delegates and the qCJ Manager.
- All parties will complete the performance review form in preparation for the meeting. Any documentation pertinent to the review will be provided to all parties to support completion of the form.
- The qCJ Strategic Plan, Mission, Vision, and Values are the primary tools used to inform qCJ's organizational performance targets and will be used, along with any identified personal goals to evaluate the qCJ's coordinator performance.
- The Delegates may determine the need to consult with and gather feedback from others who directly report to the qCJ Manager and/or who work directly with the qCJ Manager as part of a Sub-Committee or other work with qCJ. The Delegates will ensure that the qCJ Manager is informed about the form and process for this consultation.
- The Delegates and the qCJ Manager will sign off a formal written performance review that will be kept in the qCJ Manager's personnel file.
- Interim reviews may be conducted as deemed necessary by the Board or as requested by the qCJ Manager.

26.2. Disputes

In the event that a disagreement arises between the Board team and the qCJ Manager regarding their performance evaluation, the qCJ Manager will be expected to follow the qCJ conflict resolution policy to address their concerns.

27. Roles, Responsibilities and Authority

Board Approved: May 4th, 2023

The qCJ Board delegates the responsibilities and authority to the qCJ Manager to perform the following within the limitations set by the Board and according to legal, statutory, constitutional requirements and qCJ's mission, vision, and values. The qCJ Manager is responsible for reporting on their responsibilities at monthly qCJ Board meetings to keep the Board apprised of all operations and to seek guidance from the Board in any areas where they are challenged.

Key areas of authority include:

- Organize, coordinate, and administer all society activities directly or through other employees or contractors, consistent with qCJ Board approved society policies, strategic plans, goals, and objectives.
- Develop all operating plans, budgets, policies, and procedures for approval by the Board.

- Allocate human, financial, capital, and technological resources within approved limits.
- Manage the delivery and evaluation of all qCJ work to a high standard in keeping with qCJ's mission, vision, and values.
- Monitor and report on operational and financial performance.
- Serve as the direct liaison for all casework and other projects undertaken by qCJ.
- Promote the activities and interests of qCJ through contact with the community, business organizations, funders, and the government.
- Provide vision, direction, and leadership to all qCJ personnel directly or through delegated employees, contractors, or volunteers.
- Direct and guide positive, and effective labour relations in keeping with BC Employment Standards.
- Develop and advocate for resources necessary to forward the activities outlined in the qCJ strategic plan and mandate.
- Perform all duties in a lawful and ethical manner, in accordance with qCJ values, ethical code of conduct, commonly accepted business practices and established professional standards.

28. Scope and Limitations

Board Approved: May 4th, 2023

The qCJ Manager reports to and takes direction from the Board who determines the overall direction, mission, vision and values, the standards, and the policy framework within which the qCJ Manager must operate. The role of the qCJ Manager is to oversee the implementation of the Board's policies and strategic goals, as well as effective and efficient management of qCJ's daily operations following the policies and budget established by the Board.

29. Recruitment, Selection, Hiring and Succession Planning

Board Approved: May 4th, 2023

29.1. Recruitment

Unless an internal candidate has been identified as part of a formal succession plan that has been approved by the Board, any leadership vacancies must be posted internally and externally to ensure that the position is open to as diverse a range of candidates as possible. Job postings must include specific details regarding the education and competencies required, job expectations, rate of pay, hours of work, and other requirements of the job. Detailed instructions should also be provided outlining the application process and closing date. A copy of the job description, the strategic plan, and qCJ's mission, vision, and values must be made available to all applicants to help them in determining their suitability and interest in the position.

Methods of recruitment must ensure as broad a reach as possible through social media and job recruitment channels, professional networks, educational institutions, community notice Boards, qCJ partners etc. All methods of recruitment used must be documented.

29.2. Selection

The qCJ Board will appoint a hiring team to screen all applicants using a standardized screening process approved by the Board, which much include:

PHASE 1: All Applicants

- Evaluation of a completed application for the specified position based on standardized criteria

PHASE 2: Shortlisted Applicants

- Completed criminal records check
- Reference checks with a minimum of 3 professional references.
- Review of the qCJ Code of Ethical Conduct, confidentiality and privacy requirements.
- Formal interview(s) which may also include practical exercises to assess competency in key areas identified in the job description.

Once screening has been completed with all applicants, the hiring team will select the top candidate and make a recommendation to the Board. The Board will make the final decision as a whole.

29.3. Hiring

The hiring team will make a formal offer to the selected candidate. If confirmed, they will proceed with a written employment agreement with the successful candidate. This agreement must include the qCJ code of ethical conduct and privacy/confidentiality standards and will be signed by all parties.

The start date of the position should overlap with time remaining on the job for the leader leaving the position. This overlap will ensure the new leader can shadow the previous leader to support their orientation to qCJ and to their role. When no overlap is possible, qCJ will make every effort to ensure the new coordinator has the training and support they need to orient effectively to their new role.

29.4. Succession Planning

In order to manage In order to manage the risk of loss of the qCJ Manager or other leadership positions, a plan will be developed and monitored by the Board of directors that assures the continuity of the leadership of the organization.

A written succession plan that addresses both planned and unplanned situations necessitating the replacement of executive leadership will be developed and reviewed by the Board of directors or a committee of the Board of directors on an annual basis.

The written plan will:

- Outline the competencies required for the position(s).
- Identify internal candidates among existing personnel with the required competencies based on their personnel records.
- Identify, if appropriate, development opportunities for potential candidates to support their readiness for executive leadership with the intention of ensuring leadership opportunities are accessible to as diverse a range of candidates as possible.
- Outline the process to be used for screening and selection of the replacement including:
 - The conditions under which a candidate will be selected internally without further external recruitment.
 - The conditions necessitating the need for further external recruitment.

- Whether and under what circumstances, the position will be filled by a direct appointment until such time as the position can be permanently filled following qCJ policies.

SECTION 6: FINANCIAL MANAGEMENT

30. Overall Financial Policy

Board Approved: May 4th, 2023

Financial management and control is one of the most critical responsibilities of any non-profit organization. It is absolutely essential that there are tight controls on cash flow and the transparency that naturally should come with that.

31. Budget

31.1 Preparation

The Board and qCJ Manager will produce an annual budget. It will reflect:

- Financial sustainability
- Accountability to Board, funders and donors
- All relevant statutory requirements
- Appropriate utilization and allocation of resources based on the mission and strategic goals of qCJ.

The budget process for the next fiscal year will be started 3 months prior to year-end. A forecast will be approved by the Board one month before the start of the fiscal year. The budget will:

- Delegate how received and expected funds are to be disbursed (includes timeframe)
- Reflect allowable expenditures within each funding agreement

31.2. Monitoring

The Treasurer and qCJ Manager will closely monitor actual expenditures against the budget and report to the Board monthly. The Board will approve any significant changes to the budget as the year progresses.

32. Accounting

Board Approved: May 4th, 2023

qCJ acknowledges the tremendous support, mentoring and administrative assistance Lift Community Services Society has provided in the years prior to qCJ becoming an independent society. The provision of full accounting services will continue as per a Services Agreement with Lift under direct supervision of the qCJ Board. The Services Agreement will be reviewed annually by the qCJ Board and may be terminated at any time with appropriate notice as outlined in the agreement.

33. Audit

Board Approved: May 4th, 2023

The annual financial statements will be prepared in accordance with Canadian Generally Accepted Accounting Principles and may be audited by an independent financial auditor. The Board of Directors will decide the level of audit – Internal Audit only/no Independent Audit, Notice to Reader, Review and Engagement or a Full Audit - taking into account funder requirements: If an independent auditor is to be used for the upcoming year they will be appointed at the AGM.

34. Bank Account

Board Approved: May 4th, 2023

qathet Community Justice Society will maintain a chequing account and other relevant accounts as required (e.g. Gaming, Savings). All cheques, e-transfer payments and withdrawals will require authorization by any 2 of 4 delegated signers. Either the qCJ Manager or a delegated financial representative of qCJ will manage deposits.

35. Cash Management and Expenditure Approval

Board Approved: May 4th, 2023

The Board delegates to the qCJ Manager the authority to make and approve expenditures that come within the approved line-item budget when such expenditures will not result in a projected year-end accumulated deficit in that budget line which is greater than 10%. The qCJ Manager is expected to manage anticipated expenses and must report to the Board at the earliest reasonable opportunity if the approved annual budget is likely to go into deficit.

36. Incurring Debt

Board Approved: May 4th, 2023

qCJ will not incur debt. All expenditures must be covered through grant funds, donations or fundraising.

37. Money Management and Investments

Board Approved: May 4th, 2023

When considering investments to earn interest, qCJ will use secure investments such as savings accounts and term deposits. The Treasurer will advise the Board on suitable investments. The Board will have final approval.

38. Revenue Expectations & Ethical Fundraising

Board Approved: May 4th, 2023

qCJ will strive for a consistent revenue flow. This may take the form of grants, working with partner organizations for regular grants, service contracts, seeking donations, holding fundraising events.

qCJ will:

- engage in fundraising practices that inspire confidence and trust and demonstrate integrity, transparency, accountability, and high ethical standards for fundraising.
- demonstrate respect for our donors and engage in fundraising, investment and disbursement of funds in an open, honest and transparent manner.

All fundraising programs and policies must be consistent with qCJ's vision, mission and guiding principles statements and in compliance with applicable laws.

38.1. Transparency

qCJ will take the following actions to ensure transparency in fundraising:

- All fund fundraising solicitations by or on behalf of qCJ shall disclose the Society's name and the purpose for which funds are requested, as well as contact information.
- staff, or those fundraising on its behalf, shall disclose, upon request, whether an individual or entity soliciting contributions is a volunteer, an employee or a contracted third party.
- If qCJ undertakes cause-related marketing in collaboration with a third party, it shall disclose how qCJ benefits from the sale of products or services and the minimum or maximum amounts payable under the arrangement. If no minimum amount is specified, qCJ should disclose this.

The Board of Directors shall review the cost-effectiveness of the qCJ's fundraising programs regularly. No more will be spent on administration and fundraising than is required to ensure effective management and resource development.

38.2. Ethics

qCJ will endeavour to be truthful and accurate in all its fundraising and reporting activities. In particular, it shall not make claims that cannot be upheld. It shall refrain from using marketing materials or making representations that could be misleading. qCJ shall not exploit its beneficiaries. It shall be sensitive in describing those it serves (whether using graphics, images or text) and fairly represent their needs and how these needs will be addressed.

qCJ will ensure that all authorized personnel and third parties who solicit or receive funds on behalf of qCJ:

- Are educated and informed of, and adhere to, the provisions of these guidelines and other applicable qCJ policies;
- Act with fairness, integrity, and in accordance with all applicable laws;
- Cease solicitation of a prospective donor who identifies the solicitation as harassment or undue pressure, or who states that they do not wish to be solicited;
- Are governed by the Conflict-of-Interest Policy, and will disclose immediately to qCJ any actual or apparent conflict of interest;
- Not accept donations for purposes that are inconsistent with qCJ's objects or mission.

qCJ will not pay, directly or indirectly, finder's fees, commissions or percentage compensation based on contributions.

Every effort shall be made to honour a donor or prospective donor's requests to:

- limit the frequency of solicitations;
- not be solicited by telephone or other technology;
- not receive printed material concerning qCJ;
- discontinue solicitations where it is indicated they are unwanted or a nuisance.

38.3. Donor Privacy

qCJ shall honour donors' requests to remain anonymous to the greatest extent allowed under law in respect to being publicly identified as a supporter of the organization; and/or having the amount of their contribution publicly disclosed.

The privacy of donors shall be respected. Any donor records that are maintained by qCJ shall be kept confidential. Donors shall have the right to see their own donor record, and to challenge its accuracy. All donor personal information shall be collected, used, retained, disclosed, and disposed of in accordance with qCJ policy and applicable privacy legislation.

qCJ will promptly respond to a complaint by a donor or prospective donor about any matter that is addressed in these guidelines. qCJ's Board of Directors shall be informed at least annually of the number, type and disposition of complaints received from donors or prospective donors about matters that are addressed in these guidelines.

38.4 Project Funding Applications

Any grant/project applications being considered must comply with the following principles:

- The proposed project, activity, or grant must fall within a reasonable interpretation of the Mission, Purposes, and Strategic Goals approved by the Board.
- The terms of the grant must not have reporting or administrative requirements which are overly demanding or intrusive on the core ongoing work of qCJ and its volunteers.
- The terms of the grant must not impose external controls on the freedom of action of qCJ, especially in terms of its potential or existing relationships with partner groups.

Within the general provisions of the above, the qCJ Manager is authorized to assess potential grants/project funding for appropriateness. The qCJ Manager will prepare for the Board's approval a brief outline of a proposed project and its relevance to the work of qCJ.

The Board may adopt a list of regular grants which the qCJ Manager is authorized to apply for without seeking Board approval in advance.

The list of regular grants approved for application without prior approval of the Board is:

- The annual qRD and PR city grants
- The annual Solicitor General CAP grant;
- The annual Civil Forfeitures grant;
- Grants for small-scale capital equipment not currently budgeted for within qCJ operations.
- Gaming grants
- ResilienceBC

39. Credit Card Usage

Board Approved: May 4th, 2023

All personnel who are authorized to carry an organization credit card will be held personally responsible in the event that any charge is deemed personal or unauthorized. Unauthorized use of the credit card includes: personal expenditures of any kind; expenditures which have not been properly authorized; meals, entertainment, gifts, or other expenditures which are prohibited by budgets, laws, and

regulations, and the entities from which qCJ receives funds. Wherever possible, organization credit cards will be used for program expenses to ensure benefits of the card remain within the organization. Authorized personnel will not use personal credit cards for program expenses except in unavoidable circumstances or with explicit approval of the qCJ Manager.

The receipts for all credit card charges will be given to the qCJ Manager within two (2) weeks of the purchase along with proper documentation. The qCJ Manager and/or Board delegate will verify all credit card charges with the monthly statements.

40. Payment of Honoraria *Board Approved: May 4th, 2023*

An honorarium is a voluntary payment for services to an individual who is not an employee, and to whom payments are not legally or traditionally required. Honorariums are not meant to be used frequently or as a mechanism to deliver a program, particularly on an ongoing basis. Examples of honorariums are tokens of appreciation for volunteer speakers or when engaging in consultations with Indigenous groups.

Honoraria are not an appropriate mechanism to procure services. In general, honorarium payments are issued by departments to show appreciation. They have low individual value and can be issued in a monetary form or as goods.

Honorarium payments should always be gratuitous. The decision to provide an honorarium should have no influence on the decision of the individual to participate or volunteer their time. There is no legal obligation to make the payment, and the recipient has no legal right to the payment.

In summary, honorariums:

- do **not** represent a service contract
- are **not** an entitlement, as there is no expectation of payment in exchange for the service rendered
- are **not** recurring payments to the same individual

41. Reimbursement of Expenses *Board Approved: May 4th, 2023*

qCJ values the contributions of all volunteers and staff to the work of the Society and welcomes the involvement of a wide and diverse cross-section of the community.

When engaged in providing service through qCJ, volunteers and staff are entitled to submit claims for out-of-pocket expenses to cover such matters as meals, mileage, ferry fares, etc. The qCJ Manager or Board treasurer must approve all expenses before they are purchased.

- a) Reimbursement for mileage expense will be according to Government rates as of the date of the travel.
- b) The Government-approved per diem rates for meals may be claimed without receipts, or a lesser amount may be claimed. If a greater amount is to be claimed, receipts are required, plus a notation of why the amounts exceed the per diem rates (i.e. paying for meal of another volunteer or guest).

- c) When submitting a claim for travel expenses, a claim form shall be completed and receipts for expenses (other than mileage, or when a per diem is claimed) shall be attached. Approval shall not be given for receipts for alcohol expenses.
- d) In preparing the annual operating budget, provision shall be made within various lines for potential associated volunteer travel and expense claims.

Related Documents

- qCJ Request for Reimbursement Form

42. Asset Management

Board Approved: May 4th, 2023

42.1. Definitions

Property and equipment includes items such as:

- Office furniture and equipment
- Computer hardware
- Computer software
- Leasehold improvements

42.2. Acquisition

The purchase of equipment and furnishings must be planned for in the annual budget or acquired with funds granted for such purchases. qCJ will gratefully receive donations of useable equipment. An inventory list of furnishing and equipment will be maintained for the year end financials.

42.3. Disposal

As a non-profit organization, we have either received our existing equipment as donations and/or utilized public funds to purchase replacement equipment. As a consequence, the disposal of surplus equipment needs to be conducted in a fair, equitable and transparent manner.

The qCJ Manager is authorized to declare equipment surplus to needs as a result of the acquisition of replacement equipment and furnishings or, as a result of a change in operations. Following such a declaration, the qCJ Manager shall follow one of the following approaches:

- a) where the asset, in the qCJ Manager's judgment, has a value worth realizing, attempt to sell the asset with the proceeds being received as qCJ revenue, or
- b) offer the asset to another non-profit organization in the qathet region, where it could be used to carry out their work, or
- c) list the equipment in the next issue of the Newsletter and invite our volunteers to forward their names to be included in a draw for the equipment.

Where the equipment is of such little value as to make any of the above three options worthwhile, the qCJ Manager may dispose of the equipment in another manner.

All file information must be wiped from qCJ equipment before disposing of or selling the item. See Policy 10 for details on Records Retention and Destruction Policy.

42.4. Capitalization of Assets

Board Approved: May 4th, 2023

It is the organization's policy to capitalize all assets which have a unit cost greater than one thousand dollars (\$1,000). Items purchased with a value or cost less than one thousand dollars (\$1,000) will be expensed in the period purchased.

The depreciation period for capitalized assets is according to the Generally Accepted Accounting Principles.

43. Financial Review

Board Approved: October 19th, 2024

The financial review process ensures transparency, accuracy, and compliance with accounting standards within the organization. It provides an independent assessment of financial statements, helping us maintain financial integrity and accountability. In addition to audits, the qCJ Treasurer and qCJ Manager will perform regular monthly and quarterly reviews in collaboration with Lift's Finance Manager.

43.1. Monthly Review

Lift will provide a balance sheet and a detailed monthly breakdown (financial statements) to the qCJ Manager. The qCJ Manager and Treasurer will meet with Lift's Finance Manager to review the financial statements. The Treasurer is responsible for presenting the findings from these reviews at regular Board meetings. This review will allow for a more frequent, high-level understanding of our financial status and ensure that we are on track with our annual budget.

43.2. Quarterly Review

The quarterly review is a more comprehensive overview of our financial performance and trends over a longer period. It is an opportunity to re-align with the annual budget or suggest changes to the qCJ Board as necessary. Lift's Finance Manager may be asked to present to qCJ's Board during the quarterly review.

SECTION 7: HUMAN RESOURCES AND PERSONNEL DEVELOPMENT

44. Anti-Oppression, Anti-Racism and Equity

Board Approved: June 28th, 2023

44.1. Definitions

"Discrimination" refers to the treatment of a person or group differently or negatively because of prejudice and bias. This can take on many different forms such as harassment, unequal pay or benefits, unequal conditions, or service provisions, to hate propaganda.

“Oppression” refers to unjust treatment or control that is often perpetuated by a system and their policies/practices such as an organization, government, or society.

“Prejudice” means to ‘pre-judge’ and is an attitude towards a person or group. When applied to racism, prejudice refers to beliefs or attitudes about an individual or group based on negative or positive stereotyping. Internalizing prejudice leads to bias, which is a predisposition to build on stereotypes. Together prejudice and bias form the motivation for discrimination. Prejudice and bias are a state of mind and there are no laws to prohibit them.

“Racism” Refers to a set of beliefs that asserts the superiority of one ‘racial’ group over another (at the individual as well as institutional level), and through which individuals or groups of people exercise power that abuse or disadvantage others on the basis of skin colour and racial or ethnic heritage.

44.2. Policy

qathet Community Justice expects all members of the qCJ society, and its personnel to recognize, value, and celebrate diversity in all its expressions including in race, ethnicity, gender identity, ancestry, place of origin, colour, citizenship, religion/spirituality, sexual orientation, age, marital status, family status, political affiliation, ability, and Indigenous identity. Every effort will be made to ensure all actions, policies, practices, and procedures across the organization are developed and implemented using an anti-oppressive lens that promotes equity and seeks to identify and remove systemic barriers that contribute to unjust treatment. Additionally, qCJ is committed to enhancing workplace diversity and fostering a base of personnel that is representative of the population it serves. qCJ will identify and take action to remove barriers for diverse personnel in all its recruitment, advancement, and retention efforts.

Recognizing that everyone has a role in understanding their own privilege and combating oppression and unequal power dynamics, qCJ will ensure all personnel understand their responsibility in their community and Restorative Justice activities to:

- pay attention to how privilege may be impacting their thoughts or action.
- respond openly to and to welcome feedback about any power dynamics at play in the spirit of learning and reducing oppressive practices.
- model qCJ values of respect, responsibility, and collaboration.
- use an educational approach to respond to racism, prejudice, or any form of discrimination with the intention of building awareness and promoting understanding and respect.

45. Code of Ethical Conduct

Board Approved: June 28th, 2023

The qCJ Board sets the standards for personnel through a Code of Ethical Conduct that reflects the values and principles of qCJ and all relevant statutory obligations. This code is embedded in the agreement made with all personnel and must be reviewed and signed by them before assuming their position. This agreement will be kept on file as part of their record for the duration of their involvement with qCJ. The code will be reviewed by the Board or delegate on a regular basis and updated as needed.

45.1. Violations

Anyone with knowledge of a violation of the code has an obligation to report the breach or suspected breach to the qCJ Manager or delegate.

There will be no reprisals for any reports of violations brought forward in good faith. Because of the complexities in the work conducted through qCJ, anyone acting on qCJ behalf who is uncertain or unclear about an ethical dilemma must seek guidance from the qCJ Manager or delegate.

45.2. Investigations

Investigations of potential breaches of the Code will be conducted in a timely, confidential, and respectful manner that adheres to relevant statutory requirements. The qCJ Manager will assume responsibility for conducting an initial investigation and forward their findings to the Board of directors for final decision making. In cases where the violation is attributed to the qCJ Manager, a member of the Board of directors will be assigned to conduct the investigation.

All potential breaches of the Code will be treated seriously. Appropriate action will be taken which may include dismissal from the individual's role with qCJ. The Board of Directors must approve all action in relation to violations.

45.3. Related Forms

Related Forms are:

- qCJ Code of Ethical Conduct
- Sample Employee Agreement
- Sample Contractor Agreement

46. Conflict of Interest

Board Approved: June 28th, 2023

46.1. Definitions

"Conflict of Interest" arises when any individual has a certain personal interest that may interfere with the interests they must have as someone connected to qCJ. Examples include:

- Knowledge of, a relationship or family connection with, or any other consideration that could impact the individual's objectivity when conducting any qCJ business and/or the safety/comfort of any parties involved in qCJ casework.
- An ownership interest in a business from which qCJ buys goods and/or services.
- An interest in real estate, securities, or property that qCJ is buying or leasing—or considering buying or leasing.
- The possibility of personally gaining at qCJ expense.
- Using qCJ resources—including personnel, equipment, and supplies—for other than qCJ-sponsored activities, programs, and purposes.
- Accepting gifts that may impact the individual's objectivity when conducting qCJ business

46.2. Disclosure

qCJ personnel will take steps, to the extent possible, to avoid conflicts of interest and take appropriate steps if a conflict does arise. This includes disclosing to the qCJ Manager, Board chair, or delegate when they have a conflict of interest or perceived conflict of interest. The qCJ Manager, chair, or delegate will ensure this disclosure is documented in writing to form part of their employee, contractor, or volunteer record. Failure to disclose a conflict of interest could result in dismissal from the individual's role with qCJ.

46.3. Addressing Conflict of Interest

In cases where an individual has a personal, material and/or financial interest in a decision and/or a case, they must not be involved in the decision-making process or the casework. It is the responsibility of the individual with the conflict to remind others of that conflict of interest, as needed. They must refrain at all times from attempting to influence a matter that is the subject of a conflict of interest.

A possible conflict does not preclude qCJ from doing business with a related party. However, the individual with the identified conflict of interest should not participate in any decisions made about transactions involving their interests.

47. Conflict Resolution

Board Approved: June 28th, 2023

qCJ promotes a safe, respectful, and fair approach, in keeping with Restorative Justice principles, to address any conflict in the workplace arising amongst any individuals working on behalf of qCJ . All individuals are encouraged to bring forward any complaints or recommendations dealing with safety, health standards, proper working conditions, performance appraisals, discipline, and fair management practices, without fear of reprisal.

47.1. Level 1: Working it Out Informally

Unless the conflict relates to a violation of qCJ ethical code of conduct and/or other policies that require immediate reporting outlined in qCJ policy, it is recommended that the individual try to resolve the problem privately and confidentially with those directly involved, with the intention of promoting mutual understanding and growth and of repairing relationships. The individual may also choose to involve their supervisor, if necessary, to support these goals.

47.2. Level 2: Formalizing and Investigating a Complaint

Where this direct approach does not resolve the issue, the individual will be encouraged to use qCJ's more formal complaint procedure to seek resolution. This procedure will ensure the complaint is addressed in a timely, fair, and consistent manner and is documented, reviewed, and investigated accordingly. Unless the complaint involves the qCJ Manager, the qCJ Manager will be assigned to investigate and take action to address the complaint. In the case of the qCJ Manager, a delegated representative of the qCJ Board of directors will be assigned to investigate the complaint. The person responsible will ensure that a response and proposed solution has been provided to the complainant in 10 business days. If the complainant is not satisfied with the solution offered or no solution is provided, the complainant has the right to bring the matter to the attention of the qCJ

Board who will have 10 business days to investigate further and respond with a solution or a written reply.

Where appropriate, and all parties agree, a Peacemaking Circle or other Restorative Justice process may be considered to support a successful resolution to the issue if not resolved at the qCJ Board level. If such a process is not selected, the decision provided by the qCJ Board will remain final.

48. Progressive Performance Management and Discipline

Board Approved: June 28th, 2023

As a non-profit society, qCJ has the same duty to screen and supervise volunteers as we do paid employees. As such, this policy applies to all qCJ personnel – employees, volunteers and contractors.

48.1. Definitions

“Culpable Issue”: Personnel’s unacceptable attendance, performance or behaviour is culpable when the behaviour is intentional. All personnel know what's expected and is capable of meeting the expectations but chooses not to do so. Discipline is only for culpable behaviour. Culpable issues may be minor such as consistently showing up for work late or abusing a privilege such as using personal social media at inappropriate times during the workday or serious such as a violation of the qCJ Code of Ethical Conduct including any human rights violations.

“Non Culpable Issue”: Personnel’s unacceptable attendance, performance or behaviour is not considered culpable when the cause of the issue is determined as not the fault of that person. The person knows what's expected but isn't capable of meeting the expectations, such as not meeting attendance expectations due to illness or injury or not performing job responsibilities to a satisfactory level due to lack of skill or training. Non-culpable misconduct requires a non-disciplinary response.

48.2. Progressive Performance Management

qCJ follows the Employment Standards Act of BC and the qCJ Code of Ethical Conduct to ensure that all employees are treated fairly in all aspects of their work including in situations where concerns about their performance have been identified.

Recognizing the importance of a proactive approach, qCJ is committed to creating a workplace where employees feel safe and comfortable to seek any guidance and support that they might need from their immediate supervisor to help them fulfil their job responsibilities. When an employee is aware of and finds themselves challenged to meet any work expectations or performance standards, they are expected to report these issues and, as much as possible, work with their immediate supervisor to develop a plan to address the shortfall.

qCJ expects all employees to act responsibly and perform their assigned duties. This includes meeting standards for attendance, performance and behaviour as outlined in their employment agreement/job description and the qCJ code of ethical conduct and related policies. When an employee isn't meeting these standards and no proactive measures have been taken by the employee, it is the responsibility of the qCJ Manager to identify the issue(s) and take action with the

employee to address identified concerns. If the employee's actions have harmed others a Peacemaking Circle may be considered.

If the issue relates to a serious culpable infraction requiring immediate action, the qCJ Manager - or in the case of the qCJ Manager, a delegated representative of the qCJ Board of Directors will - with guidance from an HR professional as appropriate, take formal disciplinary action immediately.

In all other instances, prior to any formal discipline, the qCJ Manager should begin progressive performance management to ensure that the employee understands and is prepared to take action to meet expected standards. All forms of action taken through discussion, coaching and/or more formal actions such as written letters of expectation or corrective action plans should be documented and form part of the employee's personnel file. The purpose of this progressive approach will be to correct the lapse in performance.

48.3. Formal Discipline

If progressive performance actions do not address the issue, more formal discipline will be considered including:

- Letter of reprimand: A written sanction which goes on the personnel file
- Suspension: A written sanction which goes on the personnel file and includes a period of suspension without pay from the workplace
- Dismissal: Employment is terminated with cause, letter of dismissal goes on the personnel file

Any formal disciplinary action must be taken in consultation with delegated members of the qCJ Board of Directors who may consult an HR specialist or a legal advisor before proceeding. Disciplinary outcomes are confidential and should not be shared in the workplace.

In situations where performance related issues are non-culpable, the qCJ Manager will attempt to support the employee by exploring reasonable options for remediation or accommodation. Should reasonable resolution options be exhausted, and the employee is unable to fulfill their job responsibilities, the qCJ Manager will consult with the Board to explore next steps up to and including dismissal following Employment Standards of BC guidelines.

49. Dismissal

Board Approved: June 28th, 2023

49.1. Definitions

"Termination of Employment": Ending of employment for an employee (does not include a temporary lay-off). Termination is categorized as follows:

"Dismissal for Just Cause" – The act of terminating personnel from their position for a serious offence. An employer can fire an employee with just cause if they commit a serious offence. For example, if an employee steals, commits fraud, acts dishonestly, assaults, harasses others, or otherwise violates the qCJ code of ethical conduct causing harm to others of qCJ. In such cases, no notice or compensation for employees is required. Just cause also applies to other qCJ personnel if they commit a serious offence as outlined above.

“Dismissal for Cause” – The act of firing an employee for poor performance or minor misconduct. Unless the employer is able to prove Just Cause following the steps outlined in the Employment Standards Act of BC, the employer must provide notice and/or compensation.

“Lay-off” – The act of ending employment with an employee or group of employees due to a change in business operations. Examples might be loss of funding, shortage of work etc.

49.2. Dismissal Procedures

qCJ follows the Employment Standards Act of BC and the qCJ policy on Progressive Performance Management and Discipline in all matters related to the termination of any employee or volunteer, ensuring that appropriate notice and/or compensation in lieu of notice is provided as outlined in the act. For contractors, qCJ will follow the terms of the contractual agreement.

All decisions to dismiss any personnel must be made by the qCJ Manager in consultation with delegated members of the Board, or, in the case of a dismissal of the qCJ Manager, by delegated members of the Board.

qCJ may seek legal advice related to any contentious or potentially contentious termination.

A notice of dismissal or contractual termination will be given verbally to personnel and must be documented in writing with the date and reason, and signed by the qCJ Manager or delegated Board member. A copy of the notification must be added to the personnel record.

Employees have a right to appeal a dismissal through the Employment Standards Act of BC and or the Canadian Human Rights Act. Volunteers have similar resource through the Canadian Human Rights Act. Independent contractors are not covered by the Employment Standards Act but are covered by the Canadian Human Rights Act.

50. Gifts

Board Approved: June 28th, 2023

qCJ recognizes that the giving of gifts can have important meaning for individuals participating in or seeking to participate in qCJ activities and, in particular, Peacemaking Circles. However, it is critical that that there be some standards in place that protect the integrity of relationships and the circle process.

50.1. Gifts from Peacemaking Circle Participants

All personnel should take precautions to ensure that:

- There is no expectation, implied or explicit, for gifts to be given or exchanged.
- Gifts are discouraged until completion of the circle process so there is no perception, by any party, that the process was impacted or could be impacted by a gift.
- The value of the gift is nominal.
- Any gift of money is immediately forwarded to the qCJ Manager to be processed as a donation and the gift giver notified of this practice and acknowledged for their donation.
- Efforts are made, where possible, to acknowledge the gift privately to avoid any impact on others involved in the circle.

50.2. Gifts for Peacemaking Circle Participants

Case Team members are discouraged from providing any form of purchased gift for any and all circle participants to avoid any perceived favoritism and/or to avoid any perceived obligation among recipients to reciprocate. In the spirit of the circle, exchanges in the form of acknowledgement of people's strengths and gifts, special food items, or small tokens such as special rocks, feathers etc. can be appropriate. Such gestures should be discussed as a team and shared on behalf of the case team.

51. Respectful Workplace Free from Harassment and Bullying

Board Approved: June 28th, 2023

51.1. Definitions

"Harassment and Bullying" includes any inappropriate conduct or comment by any person, including fellow employees, contractors, volunteers, individuals using qCJ services, and the general public, towards employees and others performing duties on behalf of qCJ, that the person knew or reasonably ought to have known would cause that person to be humiliated or intimidated. Examples of conduct or comments that might constitute harassment/bullying include verbal aggression or insults, calling someone derogatory names, vandalizing personal belongings, and spreading malicious rumours. It applies to interpersonal and electronic communications, such as email and social media. It is applicable to all locations where qCJ work is performed.

Reasonable action taken by the qCJ Manager or Board relating to the management and direction of personnel is not considered harassment or bullying.

51.2. Respectful Workplace

qCJ is committed to fostering a respectful workplace where personnel can count on and be counted on to hold the qCJ values of respect, responsibility, and collaboration at the heart of how we treat one another.

All personnel will be introduced to the qCJ mission, vision, and values as part of their orientation to their role. Additionally, they will be asked to sign the qCJ Code of Ethical Conduct as part of their agreement with qCJ.

51.3. Harassment and Bullying

Harassment and bullying of any form are not acceptable or tolerated at qCJ. Anyone working in any role on behalf of qCJ has a responsibility to:

- ensure that their behaviour contributes to a safe, positive work environment for all.
- report if they experience bullying and harassment at qCJ following the steps outlined in the qCJ conflict resolution policy.
 - talking to the person directly (only if safe to do so).
 - seeking advice from the qCJ Manager or delegate.
 - submitting a formal written complaint.

- report when they witness inappropriate behaviours or when they have firsthand knowledge that another co-worker's safety is at risk due to harassment or bullying, recognizing the importance of respecting the personal privacy of the co-worker at whom the inappropriate conduct was directed and, wherever possible, obtain their consent before making a report.
- comply with any subsequent investigations.
- safeguard confidentiality/privacy for all parties
- refrain from any form of retaliatory action towards any party involved in alleged harassment or bullying

51.4. Responding to Allegations of Harassment or Bullying

The qCJ Manager, working in collaboration with delegated members of the qCJ Board will treat all allegations of workplace harassment or bullying seriously and respond in a timely and sensitive manner guided by the qCJ conflict resolution policy and the following principles:

- promoting trust and safety for all parties following trauma informed principles.
- ensuring the process for anyone seeking advice, making a report, or responding to a report is respectful and clear.
- ensuring fair and impartial investigations.
- protecting all involved from any form of reprisal/retaliation.
- safeguarding confidentiality and anonymity.
- ensuring that all involved are aware of their entitlement to address their concerns through the Human Rights Commission of B.C. and, for employees, under the Workers Compensation Act.

52. Hiring

Board Approved: June 28th, 2023

The qCJ Manager or delegate will be responsible for the recruitment and oversight of volunteers. The Board is responsible for recruitment and hiring of paid employees and contractors.

52.1. Recruitment

The qCJ Manager and/or Board will ensure that all recruitment and hiring of personnel adheres to the following guidelines:

- an appropriate, detailed, and up to date job description is in place for each position.
- recruitment strategies include a wide array of marketing approaches to attract individuals from a diverse and broad representation of the community.
- clear application guidelines are readily accessible and include detailed eligibility requirements (if not included in the job description), the format for making an application(resume, volunteer application form etc.), deadlines for application and any other information to support candidates to follow through with their application.

52.2. Screening of Applicants

Criminal Record checks must be completed with all applicants for any position in qCJ. A Criminal Record will not automatically preclude an employee or volunteer from service with qCJ. Decisions

will be made on a case-by-case basis by the qCJ Manager and/or delegate from the Board for any positions reporting directly to the Board.

52.3. Selection

qCJ welcomes diverse applicants to all volunteer, employee and contractor positions regardless of “gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type”.

The Selection process will include, at a minimum:

- evaluation of a completed application for the specified position.
- completed criminal records check.
- review of the qCJ confidentiality, code of ethical conduct and/or privacy standards.
- An interview with at least two qCJ delegates

52.4. Position Confirmation and Orientation

Applicants who have been accepted to serve in an employee, volunteer or contractor role will meet with their delegated supervisor to:

- review and sign their employee, volunteer, or contractor agreement including the qCJ code of ethical conduct and privacy/confidentiality standards.
- complete a basic orientation to their role.
- book attendance in any of the following relevant to their role:
 - Volunteer Orientation Session.
 - Position-specific training.
 - Observation sessions/job shadowing – the specific number or format to be determined by their role.

53. Recruitment, Selection and Hiring of Contractors

Board Approved: Dec 8th, 2025

53.1. Introduction

The purpose of this policy is to provide criteria and guidance on the recruitment, selection and hiring of contractors, contract practices, and performance management on behalf of qCJ. This includes:

- Recruitment planning
- Contract award, administration, and monitoring
- Performance management (i.e., contract oversight, financial reviews, and program reporting).

qCJ will engage contractors in a manner that complies with federal, provincial and qCJ policies and procedures, as well as qCJ values.

53.2. Definitions

“Compensation Range”: a range that qCJ is willing to offer for the services. qCJ feels that a failure to provide a compensation range leads to structural inequities that encourage contractors to undervalue their services and or deter contractors from preparing proposals due to lack of transparency.

“Contractor”: independent contractor, vendor, service provider, self-employed individual, company, non-profit society, agency in an independent trade, business or profession who offer their services to the general public under a contract or agreement. Typically, contractors supply their own workplace and tools, control their work schedule, and have a particular set of skills not found elsewhere within staff. These individuals are not eligible for employee benefits and are not covered under qCJ’s WorkSafe BC insurance.

“Hiring committee”: 3-5 members, which must include the qCJ manager, appointed by the board to assess the Request for Proposals’ applicants. Committee members should be selected for their expertise.

“Professional services” are customized services utilizing specialized expertise provided for a fee which is determined by each contractor for each contract. These services are unique, technical and/or infrequent functions and the contractor should be qualified to provide services based on education, experience and/or technical ability. In most cases, these services are of a specific project nature and are not an ongoing responsibility of qCJ.

“Request for Proposals” (RFPs) include: A clear project description, list of deliverables, and timeframe for completion; A compensation range; Clear submission guidelines including: why the applicant is interested in the contract, what relevant experience they have, project plan/how the contractor plans to meet the deliverables, budget, references.

53.3. Policy

qCJ may outsource to contractors if any of the following apply:

- The service requires specialized skills, knowledge, or credentials that cannot be delivered internally by qCJ staff
- The service is expected to have better outcomes if delivered by a contractor
- The service can be obtained more economically, efficiently, or effectively by a contractor.
- The service is required on a temporary basis
- Staff capacity is limited such that auxiliary services are required

Contracts with a value below \$3,000 may be directly awarded to a contractor selected by the qCJ Manager and one other qCJ representative. The qCJ Manager will select the second qCJ representative at their discretion.

Wherever possible, qCJ will strive to prioritize the hiring of staff over obtaining a contractor. As per qCJ Policy, Directors, employees, or appointed decision makers of qCJ must identify situations that present potential conflicts of interest.

53.4. Responsibilities

The qCJ Board will:

- Follow the procedures outlined in this policy for recruitment, selection and hiring.

- Ensure that an approved contract is in place before service begins. (qCJ Professional Services Agreement template and any necessary appendices specifically related to the project)

The qCJ Board holds ultimate responsibility for, but may delegate to the qCJ Manager or relevant qCJ Committee, the following:

- Determine appropriate status (contractor vs. employee).
- Develop a description of services required (job description) and clear timelines and deliverables (sometimes known as milestones) expected of the contractor.
- Determine a compensation range.
- Clearly outline their expectations from a proposal submitted by a contractor. At minimum, proposals must include:
 - Why the applicant is interested in the contract
 - What relevant experience they have
 - Project plan/how the contractor plans to meet the deliverables
 - Budget
 - References

The Hiring Committee will:

- Develop criteria and accompanying interview questions to assess the candidates.
- Interview candidates and reach consensus on a preferred candidate.

The qCJ Manager holds ultimate responsibility for, but may delegate to appropriate staff, the following:

- Publicly post a request for proposals
- Provide direction to the contractor at their discretion to ensure alignment with the Professional Services Agreement. qCJ staff or Board members do not have an employer-employee relationship with contractors and are therefore not responsible for mentorship or management beyond what they determine to be necessary to complete the project.
- Ensure the reasonable and timely payment of contractor invoices (within one month).
- Communicate issues and concerns re: contract deliverables to the contractor in alignment with qCJ values.

Contractor Accountabilities:

Contractors are obligated to provide services as set out within their contract. Contractors are accountable to the qCJ manager. The qCJ manager will report to the Board as needed and manage operations in alignment with a collaborative model rooted in restorative values.

The Contractor will:

- Report to the qCJ manager according to a schedule determined by the qCJ manager and agreed upon in writing.
- Manage their deliverables and ensure that requests for renewal, extension or termination of agreements are submitted to the qCJ manager prior to the expiration of the original agreement.
- Provide their own workplace and tools.
- Have WorkSafeBC coverage and provide a clearance letter to qCJ.
- Adhere to all relevant privacy legislation
- Review and sign all necessary qCJ documents including: Professional Services Agreement, qCJ Code of Ethical Conduct and qCJ Intellectual Property Agreement.

53.5. Procedures

Recruitment

The procedures for all contracts are:

1. The qCJ Board or delegate (e.g. qCJ Manager, relevant qCJ Committee) will prepare a job description, project timelines, deliverables and compensation range.
2. The qCJ Board or delegate will complete the Employee vs. Independent Contractor Checklist.
3. Availability of contracts will first be circulated internally to qCJ volunteers. If there is not an appropriate internal candidate external candidates will be explored.

In addition, procedures for contracts over \$3,000 are:

4. The qCJ Board will select a hiring committee.
5. The qCJ Manager will publicly post a request for proposals.
6. The Hiring Committee will develop criteria for assessing the candidates for the project and accompanying interview questions. This may be completed before posting the Request for Proposals.
7. The Hiring Committee will review all proposals and select candidates for interviews within one month of the posting of the Request for Proposals.
8. The Hiring Committee, qCJ Manager or qCJ staff will contact candidates to schedule interviews.
9. Interviews will be conducted by at least two members of the Hiring Committee and adhere to the criteria and interview questions determined by the Committee.
10. The Hiring Committee will reach consensus on a shortlist of candidates. References will then be contacted for the shortlisted applicants. qCJ will always contact references.
11. The Hiring Committee will reach consensus on the preferred candidate for the project and communicate this candidate to the Board.
12. If no suitable candidates apply or if none of the candidates are deemed appropriate by the Hiring Committee, the Hiring Committee is responsible for reposting or adapting the hiring strategy (e.g. extending the Request for Proposals, revising the request, identifying new target areas, etc). The Hiring Committee is not obligated to choose a candidate from the first round of requests for proposals and may repost at their discretion.

Hiring

13. The qCJ Manager or a member of the Hiring Committee will contact the preferred candidate and confirm their acceptance of the project.
14. The qCJ Manager will ensure that an approved contract is in place before service begins. (qCJ Professional Services Agreement template and any necessary appendices specifically related to the project)
15. The qCJ manager will determine a reporting schedule with the contractor and discuss relationship expectations at their discretion.

53.6. Termination of Contract

qCJ may terminate a contract early if any of the following occur:

- The contractor fails to meet required standards of quality, misses deadlines, or does not complete work consistent with the deliverables outlined in their Professional Services Agreement.
- The contractor violates any term of their Professional Services Agreement.
- The contractor loses necessary certifications, insurance, or legal ability to perform the work.
- qCJ has made reasonable efforts to communicate issues and concerns with the contractor re: their deliverables and changes have not been made.

In all cases of qCJ-initiated termination, the contractor will be compensated only for satisfactorily completed deliverables up to the date of termination. No payment will be made for work not completed, partially completed work that does not meet the agreed-upon standard, or for deliverables not reached.

A contractor may voluntarily withdraw from the contract before completion if written notice is provided to the qCJ Manager within a reasonable advance time. Reasonable time will be defined in their Professional Services Agreement. As above, the contractor will only be compensated for satisfactorily completed deliverables up to the date of termination.

53.7. Required Documents

- Employee vs. Independent Contractor Checklist
- qCJ Professional Services Agreement Template

54. Separation

Board Approved: June 28th, 2023

Revised, Approved by Board: May 27th, 2025

54.1. Definitions

Termination with just cause – termination with just cause involves serious misconduct by the employee.

Termination without cause – Termination without cause is for reasons not related to misconduct or employee behaviour. Termination without cause triggers severance pay under the Employment Standards Act.

54.2. Policy

When personnel separate from qCJ, the qCJ Manager or delegate will ensure the following:

- All qCJ property is returned including equipment, documents, notebooks, manuals, keys or anything else containing information on qCJ's clients or business.
- Personnel are reminded of confidentiality regarding work with qCJ clients
- Personnel are reminded that all intellectual property worked on during qCJ paid time or using qCJ resources belongs exclusively to qCJ, and they may not retain any qCJ materials in paper files or on any non-qCJ storage device without express permission of the qCJ Manager or delegate
- Access to qCJ email and online qCJ platforms is rescinded and codes or passwords are reset. Personnel must disable and/or delete all remote programs linked to qCJ's network systems from their personal or other non-qCJ storage devices.
- An exit interview is requested. See 55.4 Exit Interviews.

54.3. Termination

Employees may terminate their employment contract at any time by providing qCJ with notice in writing of fourteen days. qCJ may waive the requirement for the employee to work during the notice period.

qCJ may terminate the employment contract at any time for just cause, without provision of notice or pay in lieu of notice to the employee. qCJ may terminate the employment contract without cause at any time upon providing a minimum of 2 weeks written, working notice or, at qCJ's sole option, the pay in lieu of notice with benefits continuation, as stipulated by the BC Employment Standards Act. In the event that the employee receives working notice and declines or refuses to report to work as scheduled they will be considered to have resigned without notice. The employment contract will terminate immediately upon the employee's death.

When an employment contract is terminated before the full term of the contract, and the notice period, if any, has been worked, the employee will receive:

1. Vacation pay pro-rated for the time worked, less any vacation pay received
2. Pay for wellness and sick leave days pro-rated for the time worked, less any wellness days or sick leave pay already received
3. No payment for unused wellness plan benefits At the end of the full term of an employment contract there can be no carry-over of vacation days, wellness days or health benefits.

54.4. Exit Interviews

An exit interview will help to gain valuable information about departing personnel's experience with qCJ. Issues covered in an exit interview may include operations, managerial style, workplace ethics, morale and health and safety issues. They can also provide valuable insight about skills and abilities required to perform the job that that is being vacated. Information gathered in exit interviews will be compiled anonymously and presented to the Board to inform future policy development and planning.

qCJ Guidelines:

- The exit interview will always be voluntary.
- If possible, it will be held in private and face to face.
- It will be made clear that the interview is to focus on the workplace issues exclusively so that qCJ can improve.
- It will not include a discussion of the personnel's performance, nor will qCJ defend our organization.
- The information provided by the personnel will not affect their reference.
- If an in-person interview is not possible personnel will be given a questionnaire to complete.
- The personnel should always be thanked for their contribution to the organization as well as for the information provided in the interview.

Example of issues to explore:

- the primary reason a person is leaving
- the areas of satisfaction and dissatisfaction with the job
- the skill sets and personal attributes required to perform the job
- the personnel's opinion about the compensation and benefits
- the personnel's ideas about how the organization can improve

55. Hours of Work and Overtime Accruals

Board Approved: November 27th, 2024

55.1. Employee Schedules

Unless otherwise specified in their employee agreement, qCJ employees are authorized to work a flexible schedule that allows them to manage their own schedule to meet their job requirements and ensure they do not exceed 40 hours/week.

55.2. Overtime

Employees are expected to manage their schedules in such a way that they do not accrue any overtime and that they ensure they have a minimum of 32 consecutive hours free from work each week.

If an employee is requested to perform tasks that would require them to exceed their weekly maximum of 40 hours/week and they cannot adjust other hours, they must confirm approval for overtime with the qCJ Manager or delegate. Confirmed overtime will be paid according to the standards in the Employment Standards Act of BC. Confirmation of the use of any Overtime must be forwarded by the qCJ Manager or delegate to the qCJ accountant to track and compensate accordingly. qCJ prefers the use of “lieu hours”. See Policy 56.3 Lieu Hours

55.3. Lieu Hours

“Lieu hours” are hours worked in excess of the hours outlined in an employee’s contract. “Time in lieu” is time off work which an employee takes to make up for those extra hours worked. Efforts should be made to avoid the accrual of lieu hours. If the accrual of lieu hours is unavoidable (e.g. due to an emergency or unexpected time-sensitive task) the employee should aim to take their time in lieu within a two-week period. Unavoidable accrual of lieu hours is worth 1.5 hours in lieu for each hour accrued (e.g. If a staff member had to work 10 hours in a day due to an emergency, the two hours worked over the 8-hour limit would be worth three hours of lieu time). Employees may not accrue more than 10 lieu hours without notifying the qCJ Manager or Board delegate.

55.4. Contractor Hours

When a schedule of hours has been specified in the contractual agreement with a contractor, it is the contractor’s responsibility to manage their work to fulfil these hours to meet their contractual obligations.

56. Social Media and Information Technology Usage

Board Approved: June 28th, 2023

All personnel have a responsibility to communicate with the community and the people accessing qCJ services in a positive, professional manner at all times and in all public forums.

While qCJ understands the importance of using a variety of communication platforms to connect, collaborate and engage our community, this policy has been developed to protect against any intentional or unintentional violation of qCJ’s values and ethical standards.

- Only the qCJ Manager or delegate is authorized to set up social media or other information technology accounts in the name of qCJ.

- All accounts must be password protected and only authorized personnel are permitted to access the account to post or update information.
- A tracking system must be in place to document all users authorized to each account and a system for removing authorized users when they are no longer active with qCJ and/or their role in relation to the platform has ended.
- Authorized users of any system are prohibited from sharing their username and password unless explicitly directed by the qCJ Manager. If colleagues need access, they should be directed to the qCJ Manager who will set them up with their own user name and unique password.
- Teams involved in casework will be assigned a dedicated and confidential location to collaborate, upload and manage all documentation related to the case. During the case, team members are prohibited from downloading and storing any confidential information in paper copy in their personal files or on a personal device. Upon completion of the case, access to this location will be closed off to all but the qCJ Manager.
- All personnel are prohibited from downloading and storing any qCJ materials in paper copy in their personal files or on a personal device.
- Any social media site set up in the name of qCJ where contributions from the general public are encouraged must have an approval system or other controls in place that ensure that all postings can be traced to an authentic user. All postings are approved before they are displayed to prevent malicious or other forms of destructive content from being posted.
- To ensure appropriate boundaries are in place, all personnel are discouraged from friending or otherwise linking their personal accounts with anyone currently being served through qCJ.
- All personnel are expected to adhere to the qCJ code of ethics, privacy, and confidentiality policies when posting on their personal social media accounts or other platforms.
 - If personnel post any content to the internet (written, vocal or visual) using their personal social media accounts that identify or could identify Board and/or staff with qCJ, they are expected to conduct themselves appropriately, with special attention to ethical principles, protection of privacy and confidentiality, as well as the broader philosophical context upon which qCJ is built.
 - If a blog posting clearly identifies the writer with qCJ any idea or opinion expressed must include a disclaimer such as “these are my own personal views and not those of qCJ.”
 - Potentially controversial topics or topics that might negatively affect the effectiveness of the work done by qCJ should be avoided. If uncertain about the appropriateness of a certain topic, one should always obtain due “clearance” from the qCJ Manager and/or Board Chair, as applicable.
 - Any and all potential conflicts of interest and/or concerns of impartiality or confidentiality arising from personnel engagement on a blog or website must be reported to and discussed with either the qCJ Manager or Board Chair.

57. Leaves – Paid and Unpaid

Board Approved: November 27th, 2024

All oversight of leave will be conducted by the qCJ Manager, or in the case of the qCJ Manager them self, a Board delegate.

57.1. Definitions

“Paid leave” involves time off work where the employer is obligated to pay the employee their regular income for the time away from work. At qCJ, paid leave includes holiday, medical/sick leave, and statutory holidays.

“Unpaid leave” involves approved time off work for which the employee is entitled under BC Employment Standards Act (ESA) where the employer is not obligated to pay the employee for the time away from work but is obligated to protect the employee’s job with the employer. Some types of unpaid leave may be eligible for compensation through government benefits such as Parental Leave, Compassionate Care Leave.

57.2. Leave Entitlements

qCJ adheres to the Employment Standards Act of BC (ESA) for all leave entitlements for its employees including both unpaid and paid leave. Unless otherwise specified in an employee’s employment agreement with qCJ, entitlements for leave and the types of leave available will align directly with those set out in the ESA.

The qCJ Manager or Board delegate is required to maintain up to date knowledge of and follow the eligibility criteria and entitlement levels for all leaves outlined under the ESA and/or in the employee’s employment agreement with qCJ.

57.3. Leave Requests

All leave requests, with the exception of statutory holidays, must be made to the qCJ Manager or, in the case of a request by the qCJ Manager, to a delegate. The qCJ Manager is responsible for tracking and approving employee leave requests and obtaining approval from a delegate for their own requests. The qCJ Manager is responsible for forwarding approved leaves to the administrative partner to note and compensate accordingly.

Employees are entitled to access their records to confirm usage of their leave entitlements.

57.4. Carryover of Paid Leave

Employees may not carry over unused lieu, sick or vacation hours to the following year without approval by the qCJ Manager or, in the case of the qCJ Manager, by the Board or their delegate.

57.5. Government Benefit Entitlements

Where an unpaid leave may qualify for benefits through the Canadian government, qCJ will ensure that the employee has any required paperwork from the employer to proceed with an application. The employee is responsible for applying for these benefits directly with the appropriate government department. Examples of such benefits include but are not limited to Maternity Leave, Parental Leave, Compassionate Care Leave. It is the responsibility of the employee to determine the benefits they may be qualified to receive.

58. Employee Wellness

Board Approved: April 28th, 2025

At qCJ, we recognize the importance of employee wellness, including benefits. Benefits are offered to enhance well-being, job satisfaction, and overall quality of life for our employees.

58.1. Definitions

“Health Activities” are activities outside of regulated health professionals that the employee deems beneficial to their overall health. They may include organized activities like traditional medicine practices, fitness classes, art classes, or independent activities like personal fitness, art, music, or other forms of self-care. Health activities are defined by the employee.

“Health Services” are services offered by regulated health professionals. They may include visits to clinical counselors, psychologists, dietitians, chiropractors, massage therapists, physiotherapists and others.

“Wellness Days” are personal days outside of vacation time, sick leave, and statutory holidays. Wellness days are to be used at the employee’s discretion and do not require medical documentation.

58.2. Benefits

Employees are entitled to a benefits plan selected at the discretion of the qCJ Manager and/or qCJ Human Resources Committee. qCJ aims to cover the total cost of the benefit plan, though budgeting restrictions imposed by grants may apply.

58.3. Wellness Plan

In addition to a benefits plan, each qCJ employee is enrolled in qCJ’s wellness plan. The wellness plan is intended to empower employees to make decisions about their own health that may lie outside of colonially recognized healthcare systems. Each qCJ employee is entitled to \$500 per fiscal year for health services or health activities not covered under their benefits plan. This amount is not transferable between fiscal years. An employee may not use the wellness plan to pay for professional development required by qCJ. An employee may not receive cash in lieu of the wellness plan. The wellness plan is provided through a reimbursement process which may require pre-approval and always requires a receipt (see Policy 59.3 Pre-approval and Policy 59.4 Extended Health Benefits Reimbursement).

58.4. Pre-Approval

If accessing support for new health activities, employees should request pre-approval from the qCJ Manager before incurring out of pocket expenses to ensure eligibility for reimbursement. The qCJ Manager should approve all reasonable requests for health activities and encourage the employee to

make decisions about their own health. Failure to approve a health activity should only be considered if the activity poses a significant threat to the organization (e.g. the activity is illegal). An employee may contest the decision by contacting the qCJ Board President, who may refer the issue to the HR Committee. Once an activity has been approved for reimbursement once, it no longer requires approval and employees should expect to be reimbursed for that activity moving forward. Employees do not require pre-approval for health services.

58.5. Wellness Plan Reimbursement

Employees are to access services or activities independently, save their receipts, and submit them to the qCJ Manager or Board delegate along with a “Request for Reimbursement Form”. Employees should expect to receive reimbursement between 2-4 weeks of their submission.

58.6. Wellness Days

In addition to the minimum standards for sick leave outlined in the Employment Standards Act of BC (ESA) and qCJ Policy 59 Leaves – Paid and Unpaid, each qCJ employee is entitled to five wellness days at their discretion. Employees are responsible for tracking their wellness days in the approved qCJ Timesheet template. The Board may review.

59. Performance Evaluations

Board Approved: June 28th, 2023

qCJ recognizes the importance of providing all its personnel with timely, appreciative, and constructive feedback to support them in their work. The qCJ Manager is responsible for providing both ongoing informal feedback to guide and support all personnel in their roles and for conducting more formal written evaluations with employees and contractors relevant to their roles. Evaluations will be documented and form part of personnel files.

59.1. Focus of Performance Evaluations

qCJ uses a collaborative approach that invites both the individual and their supervisor to reflect on their practice to identify areas of strength and areas where more attention, training, or support might be needed. Leaders offer coaching as appropriate to support employees, volunteers, and contractors to develop goals to support their continuous improvement in their roles.

59.2. Employee Performance

qCJ conducts a written performance evaluation with every new employee prior to the end of the probation period. Thereafter, employees participate in formal performance evaluations with the qCJ Manager or delegate. Check-ins with all employees occur at least semi-annually with formal performance evaluations held at a minimum annually or more frequently as appropriate to each employee’s needs and level of performance. Employee job descriptions, qCJ values and code of ethical conduct form the basis for their performance evaluations.

59.3. Volunteer Performance

All active volunteers will have the opportunity for an annual check in with the Volunteer Coordinator or delegate. These can be initiated by either party. Check ins will be documented and added to the volunteer's files with date and time of check in, people present and the focus and any outcomes of the check in. Additionally, for volunteers involved with casework, a follow-up debrief and feedback session will be conducted with the Volunteer Coordinator and/or qCJ Manager upon the conclusion of each case.

Where concerns have been identified with a program volunteer's performance, the qCJ Manager or delegate will arrange to conduct a more formal evaluation with the intention of supporting performance improvement.

59.4. Contractor Performance

Contract monitoring reviews with contracted service providers are conducted as outlined in qCJ's contractual agreement with them. The focus of these reviews is to ensure the contractor is meeting the deliverables outlined in their contract in ways that are in keeping with qCJ values.

60. Personnel Records

Board Approved: June 28th, 2023

A file will be maintained for all active personnel that includes:

- A copy of their signed employee agreement, volunteer agreement or contract including the Code of Ethical Conduct and any documents relating to confidentiality and privacy.
- Completed criminal record check along with any supporting documentation related to the results of the check if required.
- Criminal record check updates – required every 5 years.
- Records of all training attendances along with any documentation provided by personnel for training completed independently.
- Records of any formal check ins.
- Copies of any evaluations or written feedback provided.
- Copies of all Volunteer Hours Logs and/or other records of their involvement with qCJ – cases, committees, special events etc.

61. Training & Professional Development

Board Approved: Dec 8th, 2025

qCJ recognizes the importance of supporting all personnel to develop and expand their skills and competencies in relation to their work with qCJ and will strive to make training opportunities as accessible as possible. The Volunteer Engagement and Training Committee will take the lead in identifying and planning for internal training that can be developed and offered to personnel on a cyclical basis as well as sourcing and facilitating access to external training opportunities.

61.1. Minimum Training Requirements

At minimum, all qCJ personnel must attend an orientation. All qCJ personnel who are caseworkers must complete skills-based training in intercultural competency, conflict resolution, human rights and anti-racism. This may be accomplished through either:

- a. Successfully completing qCJ Caseworker Training
- b. Successfully completing equivalent caseworker training from another Restorative Justice organization
- c. Having a combination of facilitation experience and formal training to be considered in lieu of Restorative Justice training. Determining equivalency is at the discretion of staff. Staff may choose to supplement existing experience and training with portions of qCJ Caseworker Training.

Orientation and training are followed by a mentorship period with more experienced personnel. Personnel are expected to engage with continuous internal and external training offered by qCJ.

61.2. Internal Training

A variety of continuous training will be offered by qCJ. This may include, but is not limited to, Circle Keeper Training, Circle Practice Sessions, Anti-Racism and Equity, Discussion Groups, and Community Conversations. Volunteers are encouraged to participate in training as it becomes available.

61.3. External Training

The Volunteer Engagement and Training Committee may, based on organizational capacity and funding availability, help to facilitate training opportunities for its employees, volunteers and contractors to meet new and emerging needs.

61.4. Community and Volunteer Training Costs

Community and Volunteer Training opportunities will be offered on a cost recovery basis. Internal training opportunities will typically be offered free of charge and/or by donation if there are any costs associated with delivery. For external training, where available funding covers all costs, training will be made available free of charge on a first come first serve basis and/or based on specific criteria that has been established and made transparent as part of the application process.

Where qCJ is not able to access full funding and/or to manage all costs for an external training event, a nominal registration or by donation registration may be considered to help offset costs with the goal to reduce financial barriers for interested participants while mitigating any financial shortfall for qCJ.

61.5. Other Professional Development

qCJ supports the continued learning and development of all personnel. Any relevant training that personnel choose to take independently is highly encouraged.

61.6. Training Records

A record of completion for each training offered by qCJ will be kept in personnel files. Any additional training submitted by personnel will be included in their training record.

61.7. Reimbursement of Expenses

Professional development opportunities may, at times, be made available to personnel with some or all costs compensated. Personnel will be reimbursed subject to the submission of official receipts for all costs incurred. Expenses must be preapproved by the qCJ Manager or delegate. Approved costs will typically include, but are not limited to, transportation, accommodation, meals, and registration fees. Employees can attend the session without loss of pay based on their flex time schedule. Time incurred outside their regular hours of work will not be compensated.

62. Volunteer Management

Board Approved: June 28th, 2023

Volunteer management is the responsibility of the Volunteer Coordinator. The qCJ Manager will be delegated if the Volunteer Coordinator position is unfilled. Guidance will be provided by the Volunteer Engagement and Training Committee.

qCJ recognizes the importance of acknowledging the work of all its volunteers. The Volunteer Engagement and Training Committee will ensure that, as part of its planning, annual volunteer recognition activities are undertaken.

63. Whistleblower Policy

Board Approved: June 28th, 2023

qCJ values accountability. As such, all personnel have the right to report actions they believe in good faith to be a violation of the law. In keeping with qCJ Privacy and Confidentiality Policies, personnel will not share personal information of participants and other qCJ personnel who are third parties to the unlawful action in question.

qCJ will not retaliate against any personnel or others involved with qCJ if they:

- report to qCJ leadership, the qCJ Board of directors or to a federal, provincial or local agency what they believe in good faith to be a violation of the law.
- participate in good faith in any resulting investigation or proceeding
- exercise their rights under any provincial or federal law(s) or regulation(s) to pursue a claim or take legal action to protect their rights.

qCJ may take disciplinary action (up to and including termination) against personnel who in the qCJ's Board of director's assessment has engaged in retaliatory conduct in violation of this policy.

In addition, qCJ will not, with the intent to retaliate, take any action harmful to any personnel or others involved with qCJ who have provided to law enforcement or a court truthful information relating to the

commission or possible commission by qCJ or any of its personnel of a violation of any applicable law or regulation.

64. Transporting Clients

Board Approved: June 28th, 2023

Personnel should not transport clients in their personal vehicles unless they obtain special approval from the qCJ Manager. This is for safety and insurance purposes.

65. Working Alone

Board Approved: June 28th, 2023

qCJ shall take all reasonably practicable steps to reduce, eliminate, or control identified and potential risks to workers who work alone or in isolation. Personnel may not work alone at qCJ or other public locations without approval from the Volunteer Coordinator or qCJ Manager. This limitation does not extend to personnel working on projects alone at their personal residence.

Personnel must be acquainted with and must follow qCJ Safety and Occupational Health Policy and the guidelines outlined in the qCJ Volunteer Handbook.

65.1. qCJ Manager Responsibilities

qCJ Manager Responsibilities are:

- Develop, implement, and maintain up to date safe work procedures to eliminate or reduce the identified risks when they or other employees or contractors are working alone or working in isolation.
- Train and ensure that all personnel comply with the safe work procedures outlined.

65.2. Personnel Responsibilities

All personnel, when working alone or in isolation are responsible to:

- Take reasonable care/precautions to look after their own health and safety.
- Cooperate and comply with qCJ's health and safety procedures.
- Use any tools or other equipment properly in accordance with relevant safety instructions and any training received.
- Evaluate risk and apply appropriate actions.
- Report any accidents, injuries, near misses, and other dangerous occurrences to the qCJ Manager.
- Ensure a buddy system is in place that includes routine check-ins with the chosen buddy at structured intervals and an action plan for next steps if the individual working alone does not respond at time of check in.

SECTION 8: RISK MANAGEMENT

66. Risk Management

Board Approved: June 28th, 2023



66.1. Definitions

A “risk” is the potential for an organization’s actions or decisions to produce an undesired result. It can also be the potential for the actions or decisions of someone outside the organization to produce an undesirable result that may be attributed to the organization.

66.2. Policy

Risk management is an important part of proper stewardship of the assets of a nonprofit or charity. Failure to manage risks can result in damage to the nonprofit including injuries to people or assets, financial costs to the nonprofit, and perhaps most importantly, loss of reputation and goodwill. Goodwill for most societies is their most important asset. Without goodwill, it would be very hard to raise funds, attract volunteers, and implement their program.

qCJ is committed to protecting its human, financial, and goodwill assets and resources through the practice of effective risk management. qCJ’s Board and management are dedicated to safeguarding the safety and dignity of its personnel, its clients, and anyone who has contact with the organization.

qCJ mitigates risk by ensuring insurance coverages are in place and by implementing strong policies regarding:

- Responsible governance and administration
- Strong financial management
- Ethical advocacy and marketing
- Cybersecurity
- Insurance
- Compliant employment practices for all personnel including
 - Volunteer screening plan
 - Personnel training and orientation programs
 - Workplace health and safety standards

67. Ongoing Criminal Records Checks

Board Approved: June 28th, 2023

qCJ follows due diligence practices to ensure the safety and wellbeing of the individuals involved with qCJ by maintaining up to date criminal record checks of all personnel. All volunteers, employees and contractors are requested to:

- Complete a criminal record check as a condition of placement in their role.
- Report any changes in their criminal record status as part of their ethical obligation under the qCJ Code of Ethical Conduct.
- Renew their criminal record check every 5 years and submit to the qCJ Manager to add to their records. A prompt will be sent to the individual when their new criminal record check is due.

68. Safety and Occupational Health

Board Approved: June 28th, 2023

qCJ takes the safety and wellbeing of all personnel seriously and builds practices for all personnel to follow to ensure their safety and wellbeing while performing their role at qCJ.

68.1. Definitions

“Accident” A sudden and unforeseen event attributable to any factor which caused an injury to a person while carrying out a qCJ sanctioned activity or material damage to qCJ property.

“Incident” Event or situation attributable to any factor which could cause an injury or illness to staff, volunteers, participants or community members or material damage to qCJ property. Any event or situation that requires external response such as police, mutual aid support, etc.

“Injury” An injury arising out of or in the course of an accident or a disease suffered by staff, volunteers, participants or community members as a result of an action of qCJ or during the course of a qCJ activity.

68.2. Critical Incident Reporting

qCJ takes all necessary steps to manage and respond to incidents that put the organization at risk. All serious or unusual incidents involving personnel, participants or community members involved in qCJ programs and services are recorded within two weeks and reported to the Board at the next scheduled Board Meeting unless immediate support is required by the qCJ Manager.

The qCJ Manager is responsible for recording and reporting the incident. If the qCJ Manager is not present for the incident, the staff or volunteer leading the event or service (supervisor) is responsible for recording the incident and reporting to the qCJ Manager. If responsibility for the event or services is shared between multiple staff or volunteers, the group must collectively decide who is responsible for recording and reporting the incident to the qCJ Manager - ideally the person most closely connected to the incident. All incidents should be recorded using Form “qCJ Incident Report”.

68.3. qCJ Manager or Delegate Responsibilities

The qCJ Manager and/or Board Delegate is responsible for:

- Conducting routine safety inspections at all locations owned or leased for qCJ regular business operations.
- Developing emergency response plans and procedures for all locations and posting emergency evacuation plans at entrance/exit routes.
- Establishing sign in/sign out procedures at all locations for emergency response.
- Maintaining up to date emergency equipment and supplies at each location.
- Ensuring anyone using a qCJ location is oriented to the location, the sign in/sign out procedures, location of emergency equipment and supplies, and emergency response/evacuation plans.
- Compiling and following up on any incidents involving the health and safety of people on site at any location where qCJ is conducting business. Documenting all steps taken and conducting further follow up to ensure the efficacy of actions taken in preventing further incidents.

- Reporting all incidents to the qCJ Board for review, analysis and further follow up as required.

68.4. Personnel Responsibilities

Personnel are responsible for:

- Conducting a visual safety check upon arrival at any qCJ or other location being used by qCJ for qCJ business to identify and correct any potential hazards.
- Reporting any hazards that cannot be resolved to the qCJ Manager to assess the degree of hazard and next steps (i.e. relocate to another qCJ location or cancel session etc.).
- Confirming that requisite safety equipment and supplies are available and accessible if needed.
- Reporting any incidents to the qCJ Manager.

68.5. Board Responsibilities

The qCJ Board of Directors is responsible for:

- Reviewing a summary of all incidents prepared by the qCJ Manager.
- Determining any follow up action required to prevent future incidents.

69. Disaster Planning

Board Approved: June 28th, 2023

qCJ understands that disaster planning can help an organization become more resilient and better able to not only withstand future disasters but also help respond to them. To better prepare for disasters, qCJ will maintain the following:

- A repository of critical documents, which will be backed up on an external thumb drive at least once per year
- An up-to-date personnel contact list, including emergency contacts, to facilitate contact in the case of a disaster relevant to their work or safety.
- A process for notifying and updating personnel, insurance companies, and key stakeholders of any risk exposure situation.
- An emergency response/evacuation plan
- An emergency supply kit in the qCJ office
- Operational contingency plans such as moving to an alternate location or working via remote access.

70. Manual and Training Resource Sharing

Board Approved: May 27, 2025

70.1. Definitions

“Classroom Circles Curriculum” – the Classroom Circles Curriculum is a 7-week program designed by qathet Community Justice that supports youth to explore restorative justice and conflict resolution, co-create community values, and build capacity Circle process.

“Manual” – refers to the qCJ Training Manual (also called Volunteer Handbook), completed October 2021 and all updated versions thereafter.

“Training Resources” – Any qCJ-developed training resource other than the Classroom Circles Curriculum and qCJ Manual. Examples may include classroom activities, posters, sample agendas, guiding questions, etc.

70.2. Policy

Personnel may not share the Classroom Circles Curriculum or qCJ Manual with individuals or organizations outside of qCJ if that individual or organization has not participated in the corresponding qCJ-facilitated training (i.e. a Classroom Circles cohort or qCJ Circle Keeper Training). All requests for Classroom Circles Curriculum or the qCJ Manual should be directed to staff. Staff will then share options for the corresponding qCJ-facilitated training with the individual or organization requesting resources.

Personnel may use their discretion to share Training Resources with the community.

Section 9: STANDARDS OF PRACTICE

71. Guiding Principles

71.1. Definitions

“Affected Party” - Any victim, survivor, or other individual who has been harmed by the underlying action or offence (make sure same as glossary)

“Guiding Principles” – The foundation on which the Practice Standards are based

“Harms” – Conflicts or crimes

“Participant” - Any Affected Party, Responsible Party, Support Person, or other person participating in a Restorative Justice process.

“Responsible Party” - An individual accused of the underlying harm or offence

“Support Person” - An individual providing support to an Affected Party or Responsible Party. May include a friend, family member, community member, service provider, or other professional.

71.2. Restorative Approaches

Restorative approaches seek to:

- Address the harms done to the Affected Party and communities by holding the Responsible Party meaningfully accountable for the harm they have caused.
- Invite the involvement of all affected community members
- Provide opportunities for participatory decision making and, where appropriate, facilitate dialogue between those involved
- Strive for those responsible for the harm and those affected by the harm to be reintegrated into their communities

- Strengthen communities and individuals to prevent future harms.

71.3. qCJ Personnel

qCJ personnel endeavour to:

1. Do no further harm
2. Treat all parties with respect
3. Engage in ethical and reflective practice
4. Attend to the emotional, physical, and psychological safety and well-being of those involved
5. Maintain a practical commitment to personal wellness and self-care
6. Conduct processes that are sensitive to power imbalances between parties regarding matters such as victimization, age, maturity, cultural background, gender, religious or spiritual views, intellectual capacity, position in the community, sexual orientation or other factors
7. Ensure careful preparation with affected parties, responsible parties and any family or community members who will be involved in face-to-face meetings
8. Explore creative and tailored processes and outcomes
9. Encourage and educate all participants in restorative justice processes with a view to supporting their active participation in decision-making
10. Become educated on the physical and/or mental health issues and barriers that participants may face, and strive to respond to their needs to the extent possible within the service and/or through other appropriate resources
11. Refer participants to appropriate and up to date resources about the justice system, victim services, community resources and related legislation and services.
12. Understand and incorporate the cultural identity, rituals and values of the participants who are engaged in the process.
13. Become familiar with Indigenous peoples' history in the region of qathet, and the historical context of the relationship between Canada and Indigenous peoples across the country.
14. Provide services in the spirit of Truth and Reconciliation, including but not limited to:
 - recognizing Indigenous sovereignty
 - acknowledging of past and present colonial harms
 - honouring the value of Indigenous traditions including healing practices
 - building meaningful relationships with Indigenous partners

72. Participant Communication

Board Approved: July 28th, 2025

72.1. Definitions

“Case Team” - The team of qCJ Personnel assigned to a file.

“Referral” - A conflict, underlying harm, or offence referred to qCJ

“Resolution Agreement” – a set of actions that everyone in Circle agrees to take in order to repair the harm.

72.2. Policy

This policy establishes the principles and standards for communication with Participants in the qCJ Restorative Justice process. It emphasizes Participant voice, choice and empowerment throughout all stages of engagement. Communication will be conducted in a manner that respects Participants’ autonomy, privacy, and informed consent. All interactions must be professional, thoughtful and respectful, ensuring clear, timely and transparent information flow.

72.3. Contacting Affected Parties

In any case referred to qCJ the Affected Party will be informed unless:

- c) The Affected Party cannot be located after reasonable efforts;
- c) qCJ has a substantiated reason to believe the Affected Party does not wish to be contacted; or
- c) The referral is deemed inappropriate for Restorative Justice

If contact with the Affected Party has not occurred, the reason shall be documented in the file.

72.4. Information on Other Services

Participants must be provided with contact information for Victim Services. Case Teams will ask Participants directly about any additional support services they may require and will actively seek up-to-date contact information for those services to share back. Case Teams will share additional information on relevant community agencies and support services they feel may be useful to Participants.

72.5. Communication Timeframes

Personnel will contact all participants within 28 calendar days of receiving a referral. Following that, Participants will be informed of case updates as soon as reasonably possible, including notifications when meetings occur, progress on Resolution Agreements, and any other relevant developments.

72.6. Follow Up

All Participants must be informed of the status of the Resolution Agreement within 28 calendar days of the end of the agreement term.

73. Suitability

Board Approved: July 28th, 2025

Each referral is assessed for suitability to determine if a Restorative Justice Process can safely serve the goals of the participants.

Factors considered for Suitability include:

- Personnel identify risk factors for further harm and either:
 - b) determine that there is a high likelihood of further harm (unsuitable), or

- b) determine that some risk of further harm exists, but conclude that a realistic safety plan can reasonably mitigate the risk (suitable)
- Participation is voluntary
- Participants accept responsibility for their actions and take accountability
- Participants actively wish to find a solution and repair the harm
- qCJ has the necessary capacity (e.g. personnel, training, expertise, time, etc.) to support the scope and complexity of the referral

73.1. Informed Consent

Each participant must provide informed consent to participate in a Restorative Justice process by signing a qCJ Participation Agreement and acknowledging that:

- The qCJ process has been explained to them
- They understand their commitment to attend meetings, actively participate in good faith, and communicate restoratively to the best of their abilities
- They are participating voluntarily
- They have the right to seek external legal advice at any time during the process
- They have been informed of support services available to them, including, if applicable, Victim Support Services

Informed consent for participants in Community Dialogue Circles may be reasonably inferred from their voluntary attendance.

74. Process Design

Board Approved: July 28th, 2025

74.1. Definitions

“File” - A referral that has been accepted by qCJ to receive Restorative Justice services.

74.2. Policy

The purpose of this policy is to outline the guiding framework and principles by which qCJ designs and delivers Restorative Justice processes. Flexible Service delivery is a guiding principle of the Program: the process shall be tailored to meet the individual and cultural needs of participants while accounting for the scope and capacity of personnel. qCJ strives to ensure creative, equitable and meaningful participation for all involved.

74.3. Core Framework

The following steps constitute the essential framework that guides qCJ’s delivery of Restorative Justice services:

- ix) Receiving and Reviewing Referrals
- ix) Conducting Suitability
- ix) Assigning a Case Team/Creating a File
- ix) Conducting Preparation Meetings (at least one in-person Preparation required)
- ix) Mentoring and Supporting Participants

- ix) Facilitating Restorative Justice Circles
- ix) Collaborative Development of Resolution Agreements
- ix) Follow Up/Supporting Agreement Implementation. (invitation to an in-person Follow Up Circle required)
- ix) Reporting

74.4. Accessibility

It is the duty of qCJ to gently inquire about access needs from participants proactively rather than awaiting requests. Participants will be asked early and often about any barriers that may hinder their fulsome participation in their Restorative Justice process. Personnel should model the sharing of access needs and/or provide examples.

- Meeting locations, times, and durations will be determined through open-ended input from Participants, with priority given to the needs of primary participants
- Private and confidential opportunities will be provided for participants to share barriers or accessibility needs discreetly.
- Personnel will obtain consent to disclose access needs of individual Participants to others involved in the process.

75. qCJ or Participant Withdrawal

Board Approved: July 28th, 2025

qCJ may withdraw from a case at any time if the referral is no longer suitable or the organization no longer has the capacity to provide services in alignment with its policies or principles. If qCJ initiates withdrawal they will:

- iv) Inform all Participants of the reasons for withdrawing, and offer an in-person meeting to discuss further
- iv) Inform the participants of other support services available to them
- iv) Report to the referring agency
- iv) Complete all paperwork to formally close the file

If the Responsible Party initiates withdrawal qCJ will:

- v) Attempt to understand any unmet needs or motivation to withdraw and, if possible, put supports in place to meet those needs or interests.
- v) Ensure the Responsible Party understands the implications of withdrawing
- v) Work with the Affected Party to inform them of other support services available to them
- v) Report to the referring agency
- v) Complete all paperwork to formally close the file

If the Affected Party initiates withdrawal qCJ will:

- v) Attempt to understand any unmet needs or motivation to withdraw and, if possible, put supports in place to meet those needs or interests.
- v) Assess if it is reasonable to continue with the remaining participants (e.g. invite a surrogate Affected Party)
- v) If appropriate, work with the Responsible Party to develop a Resolution Agreement that serves community and/or focuses on self-reflection for changed future behaviour

- v) Report to the referring agency
- v) Complete all paperwork to formally close the file

If any Support Person initiates withdrawal qCJ will:

- v) Attempt to understand any unmet needs or motivation to withdraw and, if possible, put supports in place to meet those needs or interests.
- v) Assist the Participant in finding the most appropriate alternative support
- v) Assess if it is reasonable to continue with the remaining participants
- v) Report to the referring agency
- v) Complete all paperwork to formally close the file

76. Resolution Agreements

Board Approved: July 28th, 2025

76.1. Definitions

“Resolution Agreement” – a set of actions that everyone in Circle agrees to take in order to repair the harm.

“Restitution” – a form of compensation, typically monetary, paid by the responsible party to the Affected Party to cover financial losses incurred as a result of the harm.

“Reparation” – a broader concept than restitution, referring to any action taken to repair the harm, including financial, symbolic or emotional actions.

76.2. Resolution Agreement

A Resolution Agreement in Restorative Justice is a collaboratively developed plan, reached by those harmed and those who caused harm, outlining how the harm will be repaired and how to move forward. It's a key outcome of Restorative Justice processes like conferences or circles, where all participants have a voice in determining the agreement's terms.

The core principles of a Restorative Justice Resolution Agreement are:

- **Focus on Repair:** The primary goal is to address the harm caused by an offense, rather than assigning blame or punishment.
- **Victim-Centered:** Restorative Justice emphasizes the needs and perspectives of those who have been harmed.
- **Accountability:** Those who caused harm are held accountable for their actions and the impact they had.
- **Community Involvement:** The community, including supporters of both the Affected Party and the Responsible Party, may (are encouraged to) be involved in the process.
- **Voluntary Participation:** Participation in Restorative Justice processes, including the development of a resolution agreement, is voluntary.
- **Consensus-Based:** Agreements are typically reached through consensus, meaning all participants agree to the terms.

- Focus on Safety: Agreements will promote all participants' safety, rights and dignity.
- Future-Oriented: The agreement often includes plans for preventing future harm and rebuilding relationships.

Resolution Agreements typically include:

- Actions to repair the harm: This might include restitution (See Policy 76.3) - financial compensation and/or reparation (See Policy 76.4) - service to the community, apologies, or other actions that address the specific harm caused.
- Steps to prevent future harm: This could involve changes in behaviour, participation in educational programs, or other measures to prevent similar incidents from happening again.
- Support for those involved: The agreement may outline how both the Affected Party and the Responsible Party will be supported moving forward.
- Timeline for completion: Agreements will include a timeline for completing the agreed-upon actions.

Resolution Agreements must follow the SMART acronym, whereby agreements are:

- Specific – Terms are clear and concise
- Measurable – The agreement is quantifiable
- Achievable – The agreement is realistic
- Relevant – The agreement is appropriate to the harm done
- Time-Bound – The agreement must have a specific deadline for completion

76.3. Restitution

Restitution aims to restore the Affected Party, in part or in whole, to their financial position before the crime or harm occurred. Restitution is one way a Responsible Party can take responsibility for their actions and make amends with the affected party. The agreement must take into account the Responsible Party's ability to pay and establish suitable payment options. Examples may include repayment of stolen money, covering medical expenses, or compensating for damaged property.

The role of qCJ is to facilitate the restitution process and supervise the payment of restitution.

qCJ will ensure it is documented in the Resolution Agreement whether the Responsible Party will make payments directly to the Affected Party or through qCJ as an intermediary.

- Direct Payment: If participants agree to a direct payment, qCJ will ensure that the Resolution Agreement clearly outlines the necessary details so all parties understand how and when payment will be made.
- QCJ as Intermediary: If participants request qCJ act as an intermediary, qCJ must confirm receipt of funds in writing to the Responsible Party and confirm distribution of funds to Affected Party in writing. Restitution must be made payable to the Affected Party or provided in cash. qCJ will not accept payments to the organization to later redistribute to the Affected Party.

76.4. Reparation

Reparation is a central component of restorative justice, as it focuses on repairing the harm caused by the crime and promoting healing for all involved. Reparation aims to address the broader impact of the harm, not just the financial losses, and can involve the Affected Party, the Responsible Party and the community. Reparation can include restitution, but may also include apologies, service to community, commitments to personal growth, or other actions that address the specific needs of the Affected Party and the community.

76.5. Supervising Resolution Agreements

Supervision of Resolution Agreements is designed to help parties achieve a successful outcome. It involves monitoring progress, providing support, facilitating communication, and maintaining documentation.

Key aspects of supervising resolution agreements include:

- **Monitoring:** Tracking the Responsible Party's progress in completing the actions outlined in the Resolution Agreement.
- **Support:** Creating an environment that facilitates honesty, accountability and transparency surrounding the progress of the Resolution Agreement. This may include check-ins, scheduled meetings, or referrals to other services.
- **Communication:** Updating participants on the progress of the Resolution Agreement and communicating new or emerging information to the Case Team as needed.
- **Documentation:** Maintaining detailed records of the agreement, progress, and any issues encountered are kept to ensure transparency and accountability.

77. Participant Feedback and Evaluation

Board Approved: July 28th, 2025

77.1. Purpose

qathet Community Justice (qCJ) is committed to centering the voices of participants throughout the Restorative Justice process. This policy outlines our approach to gathering participant feedback and reflections in a consistent and consensual way. Feedback informs continuous improvement, accountability, and ensures our services remain responsive to the needs of the community.

77.2. Scope

This policy applies to all program participants involved in qCJ's restorative processes, including Responsible Parties, Affected Parties, their support people, referring agencies, and community members.

This policy does not apply to formal complaints against the program. See Policy X: Complaints.

This policy does not apply to feedback from and evaluation of staff and other personnel. See Policy X: Performance Evaluations.

77.3. Feedback Collection

Participants are encouraged to provide feedback; however, as with all qCJ activities, participation is entirely voluntary. Participants may utilize any of the following options:

- a) Closing Rounds
 - It is qCJ's practice to conclude Circles with a check out or closing round. All participants are invited to share feedback and reflections, which may include experiences of the process, impacts, challenges, and suggestions.
- b) Questionnaire
 - Participants are invited to complete an evaluation form after the process. The questionnaire may be completed in-person, online with an option to remain anonymous, or via phone with qCJ personnel.
- c) General Contact via phone, email, website or in-person
 - Participants may provide feedback to qCJ at any time through the *Contact Us* page of the qCJ website. This option is not anonymous.
 - Participants may phone or email qCJ at any time to provide feedback.
 - Participants may schedule an in-person meeting to provide feedback.

77.4. Applying Feedback and Evaluation

Feedback is reviewed regularly by qCJ staff to identify trends, inform program development and report outcomes. Feedback summaries may be included in internal reports, training, and funding reports, with all personal identifiers removed unless consent is given. Staff and case team debriefs, committee meetings and other team reflection practices integrate participant feedback as part of our organizational learning.

All feedback is stored securely in accordance with qCJ's privacy and data protection policies. Identifiable feedback is only shared with consent.

78. Complaints

Board Approved: Dec 8th, 2025

78.1. Definitions

"Complainant" - The person who wishes to register their complaint regarding qCJ.

78.2. Policy

qCJ takes a proactive and transparent approach to complaints. Participants must be made aware of how to access the complaints process at the beginning of their engagement with qCJ.

qCJ's procedure for receiving complaints is a distinct and separate option from providing feedback. Feedback and evaluation opportunities are encouraged throughout the restorative process to minimize the use of the complaints form.

78.3. Receiving Complaints

In order to fulfill best practices for transparency and consent, the complaints form must meet the following criteria:

- The complaints form will be readily accessible online and through paper copies.
- The form must be anonymous by default, with an option to provide contact information if desired.
- Clearly indicate to whom the form will be submitted. The complainant should have the option to submit the information to either the qCJ Manager and Secretary, the President and Treasurer, or to all. IT triage should be set up accordingly and reviewed periodically to ensure complaints are submitted in a confidential manner.
- If the complainant wishes, they may have someone else fill out the form on their behalf (e.g. Victim Support Services, other formal or informal support persons)
- The form must describe generally how complaints are received, processed, and responded to, including expected timeframes.

78.4. Processing Complaints

Complaints will be reviewed by the identifiable individuals they were submitted to within 2 weeks of being received. A summary of the complaint will be presented to the Board/Steering at the next regularly scheduled meeting. This summary should protect the confidentiality of the complainant to whatever extent possible by not sharing any personal, identifiable information without consent. Complaints and responses must be tracked in accordance with qCJ's Privacy and Confidentiality and Records Retention and Destruction Policies.

78.5. Responding to Complaints

Responding to the complaint will primarily be the responsibility of the identifiable individuals (qCJ Manager and Secretary or President and Treasurer, or all) that received the complaint. While the nature of the response may vary considerably depending on the nature of the complaint, the following general procedure will be followed:

1. If the complainant provided their contact information, confirmation that their complaint was received will be given with gratitude and the harm they experienced will be acknowledged.
2. All responses will begin from a place of belief and adhere to the Guiding Principles and practice standards of Restorative Justice expected in all other service provision. qCJ is not responsible for

gathering evidence or interviewing impacted parties to determine the validity of the complaint. It will be taken at face value.

3. At minimum, complaints will be thoughtfully assessed to determine a meaningful response and a summary will be shared with Board/Steering as outlined in *Section 78.4 Processing Complaints*. The individuals that received the complaint will assess to what extent it is possible to perform the requested responses. If the complainant does not request specific responses, the individuals that received the complaint will assess other options for responses. Responses may include but are not limited to:
 - An apology
 - Revision of policy or procedure
 - Progressive performance management and/or discipline for personnel
 - Training and professional development for personnel
4. If necessary, the individuals that received the complaint may request assistance from the Board/Steering to determine a response so long as the confidentiality of the complainant is protected.