

Glowing Hearts Charity

A yellow heart graphic with a textured, brushstroke-like appearance, positioned behind the word "Hearts" in the charity's name.

EMPOWERING CHILDREN & YOUTH

Volunteer/Staff Manual

revised February 4th, 2024

Glowing Hearts Charity

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Welcome,

On behalf of the Board of Directors, I welcome you to Glowing Hearts Charity (GHC). We believe that each volunteer and staff member contributes directly to GHC's growth and success. We hope you will take pride in being a valued member of our team.

This manual was developed to describe the expectations of our volunteers and staff, and to outline the policies, programs, and benefits associated with our organization.

Please familiarize yourself with the contents of this manual, as it will answer many questions about GHC.

We hope that your experience with GHC will be enjoyable, informative, and rewarding.

Again, welcome!

Sincerely,



Sarah Fleming
Managing Director & Board Chair



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Purpose and Legal Effect of This Manual

Glowing Hearts Charity (GHC) owes its success to the quality and good work of its Board of Directors, staff, and volunteers. The purpose of this manual is to provide GHC volunteers and staff with a summary of our policies and procedures, which help make such an environment possible. This manual is a living document, and the information contained within it can be changed as circumstances demand. As such, GHC can and will terminate and/or change, in whole or in part, any of the information contained in this manual with or without notice at any time during or after active engagement with our organization. The changes do not nullify the remainder of the manual.

Glowing Hearts Charity provides the information contained in the manual for general guidance only.

This manual is not intended to take the place of more detailed plan documents, and in the event of a conflict with those plan documents, the latter shall be deemed controlling.

Confidentiality Policy and Pledge

Any information that a volunteer or staff learns about Glowing Hearts Charity, its members, donors, and clients as well as intellectual property, through their work with GHC – that is not otherwise publicly available – constitutes confidential information.

Volunteers and staff may not disclose confidential information to anyone who is not on the GHC Board of Directors, a staff member, or an authorized volunteer with GHC or to other persons by GHC who do not need to know such information to assist in rendering services. The disclosure, distribution, electronic transmission, or copying of GHC's confidential information is prohibited.

Anyone who discloses confidential GHC information will be subject to disciplinary action (including possible separation from GHC or legal repercussion), even if they do not actually benefit from the disclosure of such information.



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Section 1 - About Us

Glowing Hearts Charity (GHC), formally known as Glowing Hearts Community Give and Get Centres, is a grassroots, volunteer-run, charitable organization. GHC regards its Board Members, staff, and volunteers as essential for progress towards the achievement of its goals.

MISSION

To disrupt the cycle of poverty by empowering children and youth to realize their full potential.

VISION

By 2027 Glowing Hearts will enable 2500 children and youth, vulnerable to poverty in Simcoe County, to access resources and opportunities that support their growth, confidence, and self-determination.

VALUES

Resilient

We anticipate risk, limit its impact, and bounce back rapidly through adaptability, evolution, and change.

Inclusive

We value and embrace each other's individuality and encourage and respect all forms of diversity.

Transformative

We demonstrate the courage and curiosity to challenge the status quo in everything we do to meet the ever-changing needs of our community.

Principled

We act responsibly with integrity and transparency and continuously strive to meet our mission and vision.

Collaborative

We work with others to build a kinder, more compassionate community to enrich young people's lives.



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Introduction

Personnel policies contained in this document set the terms for the working engagement relationships between the Glowing Hearts Charity (GHC) and its team. The policies are intended as written guidelines for the Board of Directors, staff, and volunteers so those daily working relationships may flow smoothly. The relationship between the GHC, its staff, and volunteers is based on the mutual consent of each party and either party may terminate the relationship at any time.

Policies in this handbook are not intended to confer contractual rights of any kind upon any staff or volunteer or to create contractual obligations of any kind for GHC. GHC may elect to maintain these policies and benefits indefinitely. However, as GHC believes necessary or appropriate, its policies, procedures, practices, or benefits may be supplemented, revised, or discontinued, at any time at their sole discretion, with or without notice.

As this manual is periodically reviewed and brought up to date you should review this manual which will be kept up to date in the volunteer materials folder shared with you. Please also feel free to contact the Managing Director for current information.

Equal Opportunity Organization

It is GHC's policy to take affirmative action to seek, employ, and retain the most qualified individuals for all of its employee or volunteer positions; to provide equal opportunity for the development and advancement of all staff and volunteers, and to engage in these and all other organization-sponsored activities without unlawful discrimination of any type, whether based on race, color, religious creed, national origin, citizenship, marital status, gender, sexual orientation, age, and disability.

Affirmative action and equal opportunities will apply to all facets of GHC activities.



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Section 2 - Administration

Code of Ethics

Glowing Hearts Charity is a grassroots, volunteer-run organization working to disrupt the cycle of poverty for children and youth in Simcoe County.

GHC regards its volunteers and staff as essential for progress towards the achievement of its goal. Its voluntary leadership comes from parents of children and youth, educators, business professionals, and philanthropists. The quasi-public nature of GHC is derived from this community leadership and the fact that it receives funds from the community. It is expected that volunteers and staff of GHC will:

- Carry out assignments for GHC in such a manner as to bring credit upon themselves and upon GHC;
- Refrain from personal and professional activities that may reflect negatively on GHC; and
- Refrain from engaging in activities that create an appearance of a conflict of interest. When, in the judgment of a volunteer or staff member, a conflict of interest appears to exist, it must be disclosed to the Managing Director in writing immediately.

Privacy of Information

PRIVACY OF INFORMATION POLICY

Glowing Hearts Charity (GHC) is open and transparent as to how we handle personal information. We are committed to maintaining the trust you have placed in us by keeping your personal information accurate, confidential, and secure. We are committed to collecting, using, and disclosing personal information responsibly, and only when necessary for the goods and services we provide. We will protect your privacy rights and your personal information when you visit our website, contact us, participate in one of our programs, attend an event, join our team, or make a donation to support our activities.

Personal information is information about an identifiable individual and is protected by privacy legislation. It includes information that relates to their personal characteristics (e.g. gender, age, income, home address and phone number, ethnic background, family status) and their health (e.g. health history, health conditions, health services received by them). Personal information is different from business information (e.g. an individual's business address and telephone number), which is not protected by privacy legislation.

The GHC Privacy Policy is based upon the ten privacy principles outlined in the Personal Information Protection and Electronic Documents Act (PIPEDA).

Accountability

Glowing Hearts Charity's chief privacy officer is the community relations & outreach



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director. The chief privacy officer, staff, volunteers, board and committee members, and community partners are responsible for ensuring compliance with PIPEDA (where applicable) and with this Privacy Policy. At times, the chief privacy officer may delegate another director or officer to act on behalf of the chief privacy officer or to take responsibility for the occasional collection, use, and disclosure of personal information.

Purposes for Collection of Personal Information

GHC collects personal information as necessary to carry out our programs and services, such as but not limited to:

- Intake information for referral to programs and services within GHC or through our approved community partners.
- Contact information in order to issue charitable tax receipts, newsletters, event notifications, for donor recognition, and to solicit annual donations.
- Assess volunteer, staff, and board member applications.
- Evaluate donor, supporter, and participant needs and interests.
- Assess applications for awards and reporting.

With additional consent from individuals, GHC may provide photos, videos, and stories to the media, for research and reporting, and other public relations work.

Obtaining Consent

Personal information is collected through the use of forms that state the purpose of the information being collected (e.g.: application to participate in a program, volunteer application form, etc.) or through telephone or electronic communications. Generally, by providing us with personal information, we will assume that you consent to our collection, use, and disclosure of such information for the purposes described in this Privacy Policy or otherwise at the time of collection. Individuals may withdraw consent to share personal information with us at any time.

When you visit Glowing Hearts Charity's website glowingheartscharity.org please rest assured that we do not collect identifying information about you unless you specifically provide it. We do collect non-identifying information, such as IP addresses, through cookies, which we use to improve the content on the website, monitor and analyze performance, operation, and effectiveness of our site, and ensure our platform is secure and safe to use. IP addresses are not linked to any personally identifiable information.

Limiting Collection

The amount and type of information that GHC collects are limited only to that which is necessary to fulfill the purposes identified.

Limiting Use, Disclosure, and Retention



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GHC takes your privacy seriously and only uses your information for the purposes identified by you, and only retains this information as long as it is needed to serve those purposes, including to satisfy legal or regulatory requirements, or for the fulfillment of legitimate business purposes.

GHC will never sell your personal information or data. Personal information may be disclosed to another organization offering children and youth vulnerable to poverty an initiative in partnership with GHC.

Personal information may be stored as hard or electronic copies. Once your personal information is no longer needed, the goal is to irreversibly destroy the media which stores personal information so that personal information cannot be reconstructed or recovered in any way. When destruction is not possible, such as electronic files on a cloud-based platform, information is deleted using methods that resist simple recovery methods, such as data recovery utilities and keystroke recovery attempts. When going through the process of disposal, GHC also destroys and/or permanently deletes all associated copies and backup files.

Accuracy of information

GHC strives to keep personal information accurate, complete, and up to date, such as through communication with applicants to our programs.

Safeguards

GHC restricts its access to personal information to Board members and authorized staff and volunteers who have signed our volunteer waiver and confidentiality agreement, have provided GHC a criminal reference check, and have received privacy training. Individuals are to be notified when and where personal information may have been misused.

Privacy training includes:

- A review of GHC's Privacy of Information Policy.
- The importance of upholding the privacy of personal information.
- All personal electronic devices used for GHC must be password protected, and GHC passwords are to be changed every six months.
- Access to personal information is on a need-to-know basis.
- The need for sensitivity in collecting or using personal information verbally where others might overhear and that discussing personal information is to be avoided in public places.
- The use of removing or masking unnecessary personal information in electronic communications.
- Sharing personal information electronically with encryption or the use of our secure digital workspace.
- Secure measures to destroy or delete personal information no longer needed.



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- The need to ensure that hard copies no longer needed are to be shredded immediately.
- A breach of GHC's Privacy of Information Policy may result in discipline up to and including dismissal.

Openness

GHC's privacy policy is available to you at all times on our website. If at any time you are unable to access our website or require this policy in another format, we will do our best to provide it in an alternative format that meets your needs.

Individual Access

Individuals have the right to access personal information about themselves held by GHC, as well as the organization's use of such information. You may request access to information and its use and its disclosure to third parties from the Managing Director, Privacy Officer, or designate.

Challenging Compliance

The Privacy Officer or designate has the authority to receive and ensure the prompt investigation and response to all complaints. The Privacy Officer has the authority to ensure compliance with GHC's policies. The Privacy Officer has the authority to recommend to the Board of Directors any changes to the organization's information handling policies.

Accessibility

Glowing Hearts Charity is committed to ensuring equal access and participation for people with disabilities. We are committed to treating everyone in a way that allows them to maintain their dignity and independence. We actively support integration, and we are committed to meeting the needs of people with disabilities in a timely manner. We will do so by removing and preventing barriers to accessibility and by meeting the accessibility requirements as spelled out in the *Accessibility for Ontarians with Disabilities Act* and Ontario's accessibility laws.

Glowing Hearts Charity is committed to meeting its current and ongoing obligations under the Ontario Human Rights Code respecting non-discrimination.

Glowing Hearts Charity understands that obligations under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and its accessibility standards do not substitute or limit its obligations under the Ontario Human Rights Code or obligations to people with disabilities under any other law.

Glowing Hearts Charity is committed to excellence in serving all participants, including people with disabilities.



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

Conflict of Interest

Directors, staff, and volunteers are obligated to always act in the best interests of Glowing Hearts Charity. This obligation requires that any team member, in the performance of organization duties, seeks only the furtherance of the Glowing Hearts Charity mission, and avoids conflicts of interest. At all times, team members are prohibited from using their job title or the organization's name or property, for private profit or benefit.

A conflict of interest may be defined as any situation where an individual's private/professional interests may be incompatible or in conflict with the interests of GHC, as an organization.

Real/Actual conflict consists of three (3) components and is defined as:

- existence of a private interest,
- it is known to the individual,
- it has a connection with their duties or responsibilities that is sufficient to influence the exercise of those duties or responsibilities.

Perceived conflict is defined as:

- A reasonable apprehension, which reasonably well-informed persons could have, that a conflict of interest exists.

Potential conflict is one that may develop into a real or perceived conflict. The potential for conflict exists as soon as one can reasonably foresee that he or she has a private interest that may be sufficient to influence a public duty or responsibility. It may be real or perceived.

Code of Conduct

To ensure orderly operations and provide the best possible work environment, GHC expects employees and volunteers to follow rules of conduct that will protect the interests and safety of all employees and volunteers as well as GHC.

All employees and volunteers are expected to conduct themselves and behave in a manner that promotes the best interest of GHC. Such conduct includes, but is not limited to:

- Reporting to work punctually as scheduled.
- Notifying the Managing Director in advance when the staff or volunteer will be absent from work or is unable to report to work on time and leaving a telephone contact number when the employee or volunteer cannot reach the Managing Director.
- Wearing clothing appropriate for the work being performed.



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- Treating all fellow employees and volunteers, members, community partners, clients, and visitors in a courteous manner.
- Refraining from behaviour or conduct deemed offensive or undesirable, or which is contrary to GHC's best interests.
- Performing assigned tasks efficiently and in accordance with established quality standards; and
- Reporting to the Managing Director any suspicious, unethical, or illegal conduct by fellow employees and volunteers or vendors.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employee or volunteer engagement:

- Theft, inappropriate removal, defacement, or misuse of organization property.
- Falsification or altering any organization record or report, such as an application for employment, timesheet, expense report, or financial record.
- Working under the influence of alcohol or illegal drugs.
- Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles, rented vehicles, or equipment.
- Fighting or threatening violence in the workplace.
- Boisterous or disruptive activity in the workplace.
- Insubordination or refusal to follow the Managing Director's instructions concerning a job-related matter or other disrespectful conduct.
- Smoking in prohibited areas.
- Sexual or other unlawful or unwelcome harassment.
- Racial or religious jokes or harassment.
- Use of profanity or other abusive language.
- Possession of dangerous or unauthorized material, such as explosives or firearms, in the workplace.
- Violation of personnel policies.
- Unsatisfactory performance or conduct.

The examples listed above are not intended to be an all-inclusive list of unacceptable conduct. Any questions in connection with this policy should be directed to the Managing Director.

Staff or volunteer engagement with GHC is at will and the staff or volunteer, and either party may terminate that relationship at any time, with or without cause, and with or without advance notice.



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Section 3 - Health and Safety

Commitment to Health & Safety

GHC is committed to the health and safety of our employees, volunteers, and stakeholders. We affirm our dedication to make every effort to provide a healthy, safe, and violence-free environment within our premises.

Health and safety are a shared responsibility between management, staff, students, and volunteers but as the employer, GHC is ultimately accountable for ensuring health and safety in the workplace. Based on this underlying approach, our management and staff, students, and volunteers within their assigned roles and responsibilities must be dedicated to the continuing objectives of maintaining a healthy workplace environment (HWE), reducing the risk of injury, and keeping the workplace free of violence.

Consistent with the philosophy of the workplace partnership, the staff, students, volunteers, and visitors of GHC are responsible for protecting their own health & safety by working in compliance with legislation, regulations, and work practices and procedures established by the organization.

Hand Hygiene

Hand hygiene is the most important measure in preventing the transmission of microorganisms. Hand hygiene includes both washing the hands with soap and water as well as non-rinse alcohol-based hand rubs. While it may not be possible to eliminate all routes of entry for infections, employees, and volunteers share a responsibility to follow safe work procedures and practices to mitigate the risk of infection.

These practices include:

- Wash hands frequently. Thoroughly wash hands with soap and water (do not use bar soap). Wash hands for at least 20 seconds, including your palms, back of each hand, between fingers, thumbs, and under nails.
- Rinse thoroughly under running water and avoid splashing.
- Dry hands well with paper towels and use the paper towels to turn off the faucet.
- Discard the paper towels into the appropriate container.
- When hands are not visibly soiled, the use of 70-90% alcohol-based hand rub can also be used. Apply a sufficient quantity so that a minimum of 15 seconds will pass before the product becomes dry on your hands.
- Avoid touching your face (specifically your eyes, nose, and mouth) as much as possible.
- Use alcohol-based hand sanitizer if soap and water are not available.



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Mental Health Awareness

GHC will make every reasonable effort to ensure the promotion and protection of the mental well-being of our employees and volunteers. GHC is committed to providing a healthy workplace that sets a high standard on both the physical and mental well-being of our employees and volunteers. We seek to eliminate or at a minimum reduce workplace stressors, and support and accommodate our employees and volunteers should they develop or disclose the presence of mental health issues.

Employees or volunteers are not obligated to disclose the presence of a mental health issue to the Managing Director. We do however encourage it if comfortable so that we can provide the proper supports, and understand that this is not necessarily a performance issue requiring disciplinary action.

GHC will respect the right to employee or volunteer privacy and will keep all matters discussed confidential unless obligated by existing legislation.

Drug and Alcohol Use

It is GHC's policy to promote a drug-free environment. To this end, all employees and volunteers are prohibited from possessing, using, distributing, manufacturing, purchasing, dispensing, or selling drugs or alcohol on organization premises or at an organization's event.

In addition, if you are using a drug that has been prescribed for you, it is your responsibility to alert the Managing Director of potential side effects that could affect your performance or conduct so that a determination can be made about whether you should report to, or remain, for your shift.

Workplace Harassment

GHC is committed to providing a work environment for all employees and volunteers that is free from sexual harassment and other types of discriminatory harassment. Employees and volunteers are expected to conduct themselves in a professional manner and to show respect for those who support GHC.

GHC's commitment begins with the recognition and acknowledgment that sexual harassment and other types of discriminatory harassment are, of course, unlawful. To reinforce this commitment, GHC has a policy against harassment and a reporting procedure for employees and volunteers who have been subjected to or witnessed harassment. This policy applies to all organization-related settings and activities, whether inside or outside the workplace, and includes business trips and business-related social events.



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GHC's property (e.g., telephones, copy machines, facsimile machines, computers, and computer applications such as e-mail and internet access) may not be used to engage in conduct that violates this policy. GHC's position against harassment covers other individuals who have a relationship with GHC which enables GHC to exercise some control over the individual's conduct in places and activities that relate to GHC's work (e.g., directors, officers, contractors, vendors, employees, and volunteers, etc.).

Sexual Harassment

GHC's policy against sexual harassment prohibits sexual advances or requests for sexual favors or other physical or verbal conduct of a sexual nature, when:

- Submission to such conduct is made an express or implicit condition of employment.
- Submission to or rejection of such conduct is used as a basis for employment decisions affecting the individual who submits to or rejects such conduct.
- Such conduct has the purpose or effect of unreasonably interfering with an employee's or volunteer's work performance, or of creating an intimidating, hostile, humiliating, or offensive working environment.

While it is not possible to list all the circumstances which would constitute sexual harassment, the following are some examples:

- Unwelcome sexual advances, whether they involve physical touching or not.
- Requests for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment.
- Coerced sexual acts.

Depending on the circumstances, the following conduct may also constitute sexual harassment:

- Use of sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life.
- Sexually oriented comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess.
- Displaying sexually suggestive objects, pictures, cartoons.
- Unwelcome leering, whistling, deliberate brushing against the body in a suggestive manner.
- Sexual gestures or sexually suggestive comments.
- Inquiries into one's sexual experiences.
- Discussion of one's sexual activities.

While such behaviour, depending on the circumstances, may not be severe or pervasive enough to create a sexually hostile work environment, it can nonetheless make co-workers uncomfortable.



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Accordingly, such behavior is inappropriate and may result in disciplinary action regardless of whether it is unlawful. It is also unlawful and expressly against GHC policy to retaliate against an employee or volunteer for filing a complaint of sexual harassment or for cooperating with an investigation of a complaint of sexual harassment.

Other Types of Discriminatory Harassment

It is against GHC's policy to engage in verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his or her race, color, gender, religion, sexual orientation, age, national origin, disability, or other protected category (or that of the individual's relatives, friends, or associates) that:

- has the purpose or effect of creating an intimidating, hostile, humiliating, or offensive working environment.
- has the purpose or effect of unreasonably interfering with an individual's work performance, or otherwise adversely affects an individual's employment opportunities.

Any form of conduct may constitute discriminatory harassment if it falls within the definition of discriminatory harassment set forth above. It is against GHC's policy to retaliate against an employee or volunteer for filing a complaint of discriminatory harassment or for cooperating in an investigation of a complaint of discriminatory harassment.

Reporting of Harassment

If you believe that you have experienced or witnessed sexual harassment or other discriminatory harassment by any employee or volunteer of GHC, you should report the incident immediately to the Managing Director. Possible harassment by others with whom GHC has a business relationship, including customers and vendors, should also be reported as soon as possible so that appropriate action can be taken.

GHC will promptly and thoroughly investigate all reports of harassment as discreetly and confidentially as practicable. The investigation would generally include a private interview with the person making a report of harassment. It would also generally be necessary to discuss allegations of harassment with the accused individual and others who may have information relevant to the investigation.

GHC's goal is to conduct a thorough investigation, to determine whether harassment occurred, and to determine what action to take if it is determined that improper behavior occurred. If GHC determines that a violation of this policy has occurred, it will take appropriate disciplinary action against the offending party, which can include counseling, warnings, suspensions, and termination.



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Employees and volunteers who report violations of this policy and employees and volunteers who cooperate with investigations into alleged violations of this policy will not be subject to retaliation. Upon completion of the investigation, GHC will inform the employee or volunteer who made the complaint of the results of the investigation.

Compliance with this policy is a condition of each employee or volunteer's employment. Employees and volunteers are encouraged to raise any questions or concerns about this policy or possible discriminatory harassment with the Managing Director. In the case where the allegation of harassment is against the Managing Director, please notify the Board Secretary or Treasurer.

Violence in the Workplace

GHC is required to protect its staff and volunteers from the risk of workplace violence. Legislation defines workplace violence in four categories:

- Type 1 – External Perpetrator (thefts, vandalism, assault by person with no working relationship)
- Type 2 – Client/Customer (physical/verbal assault by an employee, volunteer, or stakeholder)
- Type 3 – Staff/Volunteer to Staff/Volunteer (physical or verbal assault, includes harassment, stalking, bullying).
- Type 4 – Domestic Violence (personal relationship)

GHC is committed to the prevention and management of workplace-related violence that would expose an employee or volunteer to physical, psychological, or spiritual injury. As a member of the GHC team, you share responsibility for fostering and contributing to a violence-free workplace.

GHC will not tolerate violence and unacceptable behaviours in the workplace or during work-related activities. Allegations will be taken seriously and dealt with in a timely fashion. Appropriate disciplinary measures up to and including dismissal will be enforced should there be a violation of this policy.



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Section 4 – Human Resources

Attendance and Punctuality

It is recognized that circumstances beyond a staff or volunteer's control may cause them to be absent from their assigned shift for all or part of a day. However, unauthorized absence or recurring tardiness will not be tolerated and may be grounds for disciplinary action to include termination.

Staff and volunteers are expected to give as much advance notice of absence as possible. In the event of an unexpected absence or delay in reporting to work, staff and volunteers must notify the Managing Director no later than their regular reporting time or as soon as reasonably possible. Failure to make notification in accordance with this policy may be grounds for disciplinary action or the end of staff or volunteer engagement.

Hours of Work

Hours for staff and volunteers will vary depending on the task undertaken. Attendance at events after hours (evenings and weekends) such as board meetings, fundraising events, networking meetings, etc. may be required.

Orientation

Each new staff or volunteer shall be provided with an orientation on their first day of employment with the Managing Director. Orientation will include:

- Review of the contents of their offer of employment, including Policy Manual.
- Review of GHC's mission, vision, and values.
- Review of their job description including responsibilities and expected job outcomes.
- Introduction to co-workers and the senior management team, when possible.
- Review of probationary period, performance evaluation process.

Training

GHC is committed to ensuring that all staff have access to learning, development, and training opportunities that enable them to be suitably knowledgeable and skilled to carry out their role within the organization, and to develop their talents in ways that fit with the organization's development to meet its strategic objectives. We aim to ensure that:

- Each staff or volunteer understands what their role involves.
- Each person is developed as appropriate, to enable them to achieve their objectives.
- Staff and volunteers are prepared and equipped to deal with changes that arise.

Performance Management

The Performance Management Program is intended to provide clear direction and objectives, expected outcomes, and timelines for a staff member or volunteer to be successful in their role. Objectives should be aligned to organization, department, and individual objectives and are designed to enable each staff member or volunteer to gain



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clarity on required goals, to achieve maximum individual and team potential, to facilitate communication and feedback, and to recognize the contribution of each staff or volunteer.

It provides an opportunity to:

- Review the job description & define position expectations as related to the company's vision, mission, strategic plan; and specific departmental and individual outcomes.
- Establish performance objectives for a specified time frame.
- Review objectives and assess performance annually or within a specified time frame; assessing performance should be based on a variety of sources including achievement based on targets, quantifiable results, and qualitative feedback from others.
- Create an individual development plan for professional and personal growth.
- Communicate feedback.

Probationary Period

GHC employs a two-step approach to the classification of staff and volunteers. Staff and volunteers are initially given a probationary period of 480 hours (three full-time months) to ensure that it is a genuine fit for both GHC the staff or volunteer. The introduction period is designed to give each new staff or volunteer ample opportunity to become acquainted with the tasks given and to demonstrate his or her competence to assume the duties and responsibilities.

Staff and volunteers are then classified as either regular full-time, regular part-time or temporary, contract or seasonal staff and volunteers.

GHC recognizes the right of staff and volunteers to terminate their relationship with GHC at any time for any reason. Additionally, whenever it is deemed to be in the best interest of GHC, GHC also reserves the right to terminate the staff or volunteer relationship. During tenure, all staff and volunteers are to comply with GHC's policies.

Disciplinary

The nature of discipline is corrective, rather than punitive, and its purpose is to motivate staff and volunteers to accept those rules and standards of conduct that are desirable or necessary to achieve the goals and objectives of the organization.

It is the policy of the GHC to be patient, fair, and tolerant in the administration of its staff and to always encourage staff and volunteers to exercise self-discipline in their conduct and performance. Repeated, willful, or inexcusable breaches of policies, standard operating practices, or normal business ethics are not acceptable and shall be dealt with in accordance with the policy.



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Staff and volunteers are responsible for performing their work in a competent manner and displaying conduct and behaviour that is consistent with GHC policies and practices, as well as those practices that are generally regarded as standard in a business setting.

The Managing Director is responsible for training, counseling, and coaching staff and volunteers to understand the expectations of GHC and the improvements that are necessary to achieve the desired level of performance and/or behaviour.

Dismissal & Termination

The following termination and resignation provisions apply to your tenure with the Organization:

- You may resign by giving the Organization a minimum of two weeks prior written notice of your date of resignation.
 - On receipt of your resignation, the Organization may elect to complete your tenure in lieu of notice, in which case, your resignation will be effective immediately.
- The Organization may terminate your tenure at any time for just cause, without providing to you any notice of termination.
 - In the absence of just cause, the Organization may terminate your tenure by providing you with written notice of termination.
 - It is understood and agreed that the obligation of the Organization to pay an staff (not a volunteer) will follow the guidelines as set out in the Employment Standards Act.

Job Abandonment

A staff or volunteer who is absent from work for three consecutive days without approved leave or without giving written notice, as defined in these policies and procedures, shall be considered as having resigned.

Leave of Absence

Bereavement Leave

A staff or volunteer will be granted a 3-day leave of absence in the event of the death of someone in a close family relationship.

(Close family relationship is defined as the relationship between persons who are married to one another, between parents and their children, between siblings and between grandparents and their grandchildren, and includes a relationship between persons who, though not married to one another and whether or not a blood relationship exists, demonstrate an intention to extend to one another the mutual affection and support normally associated with those relationships first mentioned.)



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Short/Long Term Absence

To accommodate extraordinary personal circumstances, a staff or volunteer may request an extended unpaid leave of absence in writing. The Managing Director will decide whether to grant any extended unpaid leave of absence. Length of service credits are suspended and resume when the staff or volunteer returns to work. Efforts will be made to provide the returning staff or volunteer with the same or comparable position. However, if the organization, in its discretion, finds that the leave affects its ability to operate without a replacement worker, the organization will not guarantee a job upon return.

Jury Duty, Witness Appearances

Leave will be allowed to staff or volunteers if called for jury duty or required by law to appear as a witness.

Dress Code

GHC does not have a formal dress code. However, staff and volunteers are expected to report to work dressed in a manner that reflects positively on the professional image of GHC. Supervisors are held accountable for maintaining this image.

Change of Name and Address

Each staff or volunteer shall notify the Managing Director of any personal changes including emergency contact information, change of address, telephone, email, etc.

Travel and Business-Related Expenses

Business Related Expenses

Staff and volunteers are required to receive approval from the Managing Director prior to making any business-related purchases.

Travel

Reimbursement for travel expenses while conducting organization business will be made when duly submitted on prepared expense forms, together with required proof of expense and approval of the Managing Director or Treasurer.

Transportation costs for work associated with GHC's business will be reimbursed. Mileage reimbursement for personal automobile use will be made at the current rate of \$0.53/km if the distance is longer than what is normally traveled to/from home. No other expenses will be reimbursed.

Accepting Personal Gifts

GHC understands the challenges of accepting gifts from stakeholders and recognizes that in some cultures, small gifts are a token of respect and gratitude. When determining whether to accept a gift, consider the relationship, the monetary value of the gift, the

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client's motivation for giving the gift, and your own motivation for wanting to accept or decline the gift. All gifts accepted need to be brought to the attention of the Managing Director for tracking purposes.



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Section 5 - Information Technology

Company Property

Unless otherwise negotiated during the time with GHC, you agree that any materials that you may create within the context of employment or volunteering for GHC are, and will remain, the intellectual property of GHC. These materials may not be utilized or replicated in any other circumstance or employment context without the express consent of GHC.

During your tenure should materials or GHC property be lost or stolen from your possession, you will be responsible for the replacement cost to be received within 30 days of notification to your supervisor.

On termination of your tenure with the Organization, you will immediately surrender to the Organization, unless specifically authorized otherwise, in good condition, all property, and equipment, all confidential information described in the preceding paragraph, and if applicable, all letters, notes, memoranda, and all other similar items, in any format, including paper or electronic, which relate to the business of the Organization that you obtained during your tenure.

Computer and Information Security

This section sets forth some important rules relating to the use of GHC's document storage and communications systems. These systems include centralized document storage, all associated software, and electronic mail systems. GHC has provided these systems to support its mission.

Although limited personal use of GHC's systems is allowed, subject to the restrictions outlined below, no use of these systems should ever conflict with the primary purpose for which they have been provided, GHC's ethical responsibilities, or with applicable laws and regulations.

Each user is personally responsible to ensure that these guidelines are followed. All data in GHC's storage and communication systems (including documents, other electronic files including google and other platforms, e-mail, and recorded voicemail messages) are the property of GHC.

GHC may inspect and monitor such data at any time. No individual should have any expectation of privacy for messages or other data recorded in GHC's systems. This includes documents or messages marked "private," which may be inaccessible to most users but remain available to GHC.

Likewise, the deletion of a document or message may not prevent access to the item or eliminate the item from the system. GHC's systems must not be used to create or transmit



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material that is derogatory, defamatory, obscene, or offensive, such as slurs, epithets, or anything that might be construed as harassment or disparagement based on race, color, national origin, sex, sexual orientation, age, physical or mental disability, medical condition, marital status, or religious or political beliefs.

Similarly, GHC's systems must not be used to solicit or proselytize others for commercial purposes, causes, outside organizations, chain messages, or other non-job-related purposes. Security procedures in the form of unique user sign-on identification and passwords have been provided to control access to GHC's host computer system, networks, and voice mail system. In addition, security facilities have been provided to restrict access to certain documents and files for the purpose of safeguarding information.

The following activities, which present security risks, should be avoided:

- Attempts should not be made to bypass, or render ineffective, security facilities provided by the company; passwords should not be shared between users. If written down, password(s) should be kept in locked drawers or other places not easily accessible.
- Document libraries of other users should not be browsed unless there is a legitimate business reason to do so.
- Individual users should never make changes or modifications to the hardware configuration of computer equipment. Requests for such changes should be directed to the Managing Director.
- Additions to or modifications of the standard software configuration provided on GHC's should never be attempted by individual users (e.g., autoexec.bat and config.sys files). Requests for such changes should be directed to the Managing Director.
- Individual users should never load personal software (including outside email services) to company computers. This practice risks the introduction of a computer virus into the system. Requests for loading such software should be directed to the Managing Director.
- Company software/documents (whether developed internally or licensed) should not be copied onto flash drives or other media other than for the purpose of backing up your hard drive. Software documentation for programs developed and/or licensed by the company should not be removed from the organization.
- Individual users should not change the location or installation of computer equipment in offices and work areas. Requests for such changes should be directed to the Managing Director.

There are several practices that staff and volunteers should adopt which will foster a higher level of security, including the following:

- Turn off your personal computer when you are leaving your work area or office for an extended period.



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- Exercise judgment in assigning an appropriate level of security to documents stored on the company's networks, based on a realistic appraisal of the need for confidentiality or privacy.
- Remove previously written information from flash drives before copying documents for delivery outside GHC.
- Back up any information stored locally on your personal computer (other than network-based software and documents) on a frequent and regular basis.

Should you have any questions about any of the above policy guidelines, please contact the Managing Director.

Online Profile Acceptable Use Policy

A GHC profile/account must not be used to access, create, transmit, print, or download material that is derogatory, defamatory, obscene, or offensive, such as slurs, epithets, or anything that may be construed as harassment or disparagement based on race, color, national origin, sex, sexual orientation, age, disability, medical condition, marital status, or religious or political beliefs.

- Staff and volunteers should safeguard against using the internet to transmit personal comments or statements through e-mail or to post information to newsgroups and/or personal social media accounts that may be mistaken as the position of GHC.
- Staff and volunteers should guard against the disclosure of confidential information using internet e-mail or newsgroups.

Organization's Proprietary Rights

The staff or volunteer agrees that GHC shall own all proprietary rights including trademarks, copyrights, patent rights, trade secrets, signature events, photography, and all other intellectual property including design work, grants, and all work done on behalf of GHC by the staff or volunteer. The staff or volunteer also agrees to not disclose any company proprietary property or confidential information either during employment engagement or after the termination of staff/volunteer engagement with GHC. All documentation, design work, artwork, photos, and all other work done by the staff or volunteer during the term of employment shall remain the property of GHC and remain in all formats in the possession of GHC either electronically and/or physically.

Password Security

Passwords are an important aspect of computer security and serve as the front line of protection for user accounts. All GHC's staff and volunteers (including contractors and vendors with access to GHC's systems) are responsible for taking the appropriate steps to select and secure their passwords.



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All passwords are to be treated as sensitive, confidential GHC information. Do not reveal a password over the phone, questionnaires, or security forms. Do not share passwords with family members or anyone outside GHC. Do not store passwords in a file on any unencrypted computer system. If an account or password is suspected to have been compromised, report the incident to the Managing Director, and GHC will proceed to change respective passwords.

All GHC staff and volunteers must use a GHC account email, if they have been given one, that is accessible by multiple staff and volunteers (i.e.: info@glowingheartscharity.org) rather than a personal staff or volunteer email.

Any staff or volunteer found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

Social Media Commenting

GHC views social networking sites (e.g. Facebook, Twitter, Instagram, TikTok), personal websites, and blogs in a positive manner, and respects the right of staff and volunteers to use them as a medium of self-expression.

If a staff or volunteer chooses to identify themselves as a team member of GHC on such internet platforms, some readers may view them as a representative or spokesperson of the organization. Considering this possibility, GHC requires, as a condition of employment, that staff observe the following guidelines when referring to our programs or activities, our stakeholders, in a blog, a status update, a tweet, or on a website.

- Staff and volunteers must be respectful in all communications and blogs related to or referencing the GHC.
- Staff and volunteers must not use obscenities, profanity, or vulgar language.
- Staff and volunteers must not use blogs or personal websites to disparage the GHC.
- Staff and volunteers must not use blogs or personal websites to harass, bully, or intimidate others. Behaviours that constitute harassment and bullying include, but are not limited to, comments that are derogatory with respect to race, religion, gender, sexual orientation, colour, or disability; sexually suggestive, humiliation, or demeaning comments; and threats to stalk, haze, or physically injure another person.
- Staff and volunteers must not use blogs, or personal websites to discuss engaging in conduct that is prohibited by GHC policy. This includes, but is not limited to, the use of alcohol or drugs, sexual behaviour, sexual harassment, and bullying.
- Staff must not post pictures of our programs and activities without obtaining written permission from those in the picture.
- The use of our GHC name and logo is not allowed without written permission.



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Although GHC views social networking, personal websites, and blogs positively for self-expression, we are concerned with how these sites may be accessed and viewed by our stakeholders. As a result, we ask staff and volunteers to filter and limit their social correspondence with our stakeholders. All correspondence should be consistent with this policy and shall honour these conditions and policies for no less than 12 months after their employment.

GHC reserves the right to monitor and delete anything on its online presence deemed not in accordance with our Mission and Vision (this covers any websites, Facebook pages, Twitter accounts, etc.) As examples:

- GHC will remove foul, abusive, or otherwise inappropriate language immediately.
- GHC will remove product sales or for-profit postings on its social media networks.
- GHC will remove statements not in accordance with our Mission and Vision.

Use of Own Technology

It is anticipated that you will use your own electronic devices to complete your work for GHC. You acknowledge that all documents, phone calls, etc. are property of GHC. Please ensure that you are following the policies outlined above to keep GHC information confidential.

Agreements & Waivers

Our agreement and waivers are available online through our Managing Director.