



St. John Council for Ontario
The Most Venerable Order of the Hospital of St. John of Jerusalem
The Priory of Canada

BRANCH OPERATING REGULATIONS (2016)

These policies and procedures are intended to give guidance and direction to Branches and their affiliated Service Centres and Community Services Units to assist them in serving their communities within the mission of St. John Ambulance in the Province of Ontario.



FOREWORD

There is one corporation in Ontario for St. John called “The St. John Council for Ontario”. St. John Council for Ontario’s By-Law #1 directs that Council may, from time to time, pass rules and regulations governing the constitution or organization of Branches* in which each may carry out their duties and responsibilities. St. John Council for Ontario (Council) shall have full power and authority to alter or repeal such rules and regulations, working within policies of Priory related to governance, training, operations, and service in the community.

This Branch Operating Regulations Manual (2016) replaces previous editions of the manual. In the event of any discrepancy between what is contained in this manual or any other manuals produced and distributed by or through Council, the most recent version of any of these manuals shall take precedence.

The Branch Operating Regulations Manual is the primary Branch policy and resource manual and contains a listing of related (companion) policy and resource manuals for reference (St. John Policy and Resource Manual Listing). The Operating Regulations table of contents, following the Manual Listing, enables members to conveniently locate desired information. In the Operating Regulations Table of Contents, each page is identified by Subject and Section Coding.

* Service Centres and Community Services Units are responsible to their Branch Board for the implementation of these policies and procedures.



ST. JOHN POLICY AND RESOURCE MANUALS

- **St. John Council for Ontario By-law Number 1** (Revised 2009)
- **St. John Council for Ontario Branch Operating Regulations Manual** (Revised 2016)
- **St. John Council for Ontario Honours and Awards Manual** (Revised 2016)
- **St. John Council for Ontario Human Resources Policies and Procedures, and related Employee Handbook** (Revised 2016)
- **National Visual Identity Manual** (Revised 2015)
- **National Operating Policies and Procedures-Training** (Revised 2011) and related source manuals *(includes policies and procedures related to instructor management)*
- **National Operating Policies and Procedures-Community Services (NOPP-CS)** (Revised 2007) *(currently under review by the St. John Ambulance nationally)* and related resource manuals

NOPP-CS is the primary national resource for Community Services policies and procedures and in addition, contains a number of policies and procedures that affect all St. John Ambulance volunteers, instructors, and employees.

NOPP-CS and Council's Branch Operating Regulations are supported by the following companion documents to NOPP-CS:

- National Medical First Response Services Manual (2013)
- National Proficiency Subject Manual
- National Therapy Dog Program Manual (2011) and companion resources
- National Therapy Dog Evaluators' Manual (2013)
- National Youth Leaders Manual
- National Youth Leaders Instructor Guide
- Ontario Children's Restraint Clinic Manual (2015)
- Ontario Emergency Response Plan (2015)
- Ontario Knowledge of Order Instructor & Student Manuals
- Ontario Privacy Tool Kit (2015)

Note: Each manual's contents vary in accordance with each manual's focus and in some cases; additional organization resources support the manual e.g. first aid training manuals.



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GOVERNANCE: National Mission Statement

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National Mission Statement

The mission of St. John Ambulance (SJA) is to enable Canadians to improve their health, safety, and quality of life, by providing training and community service.



GOVERNANCE: Legal Authority

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Legal Authority

There is one corporation in Ontario for St. John called “The St. John Council for Ontario”. It is solely and legally responsible for all actions of the St. John Council for Ontario (Council), Provincial Office, and St. John Branches within Ontario (Branches) (excluding Federal District Council in Ottawa.)

The Board of Directors of the St. John Council for Ontario (Council Board) is legally responsible for the business and affairs of the corporation. It delegates to Branches certain levels of authority as defined by bylaw or as set out in these Operating Regulations.

All official Branch business and requests with the following must be coordinated through the Chairman or Chief Executive Officer of the St. John Council for Ontario:

- The Sovereign Head of The Most Venerable Order of the Hospital of St. John of Jerusalem (the Order) Queen Elizabeth II;
- The Grand Prior of the Order;
- The Lord Prior of the Order;
- The Prior of the Order in Canada (Governor General of Canada);
- The Prime Minister, Senators and Ministers of Canada;
- The Chancellor of the Order;
- The St. John Priory of Canada;
- The Vice Prior of the Order in Ontario (Lieutenant Governor of Ontario); and,
- The Premier and Ministers of the Province of Ontario.

In addition, the Council Provincial Office has established relationships with a number of federal and provincial government and non-government agency contacts (e.g. federal and provincial contacts with the CRC, CSA, Emergency Mgt., Health, Labour, Transport, WSIB, etc.). Branch approaches to such federal and provincial contacts must be coordinated through the Chief Executive Officer, or applicable subject-matter specialist at the Council Provincial Office.



GOVERNANCE: Charitable Registration Number

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St. John Council for Ontario is registered as a Charitable Organization and has a unique assigned charitable registration number (108022237 RR0001) that is to be used on all official documents in accordance with Canada Revenue Agency (CRA) regulations.

Council and Branches are required to use this one unique number for all official documents and requests including:

- Grant requests submissions such as those to the Ontario Trillium Foundation.
- Donation receipts for Income tax purposes.

Provincial Office is accountable for submission of the Registered Charity Information Return to Canada Revenue Agency on behalf of Council and Branches.



GOVERNANCE: Reference to Privacy Policy

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Policies and procedures with respect to SJA's National Privacy Policy can be found in National Operating Policies and Procedures–CS, and in Council's companion Privacy Tool Kit documents.

The Council Board through the Chief Executive Officer is responsible for the appointment of a Privacy Officer.

Council for Ontario's Privacy Officer is:

Paula Anglin
Manager, Human Resources
St. John Council for Ontario
15 Toronto Street, Suite 800
Toronto, Ontario
M5C 2E3
Tel. 1-800-268-7581



GOVERNANCE: Accessibility Standard for Customer Service

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Purpose

The St. John Ambulance (SJA) in Ontario respects the principles of dignity, independence, integration, and equality of opportunity for all persons. As such, SJA strives at all times to provide its goods and services in a way that respects the dignity and independence of people with disabilities. SJA is committed to giving people with disabilities the same opportunity to access SJA's goods and services and allowing them to benefit from the same services, in the same place and in a similar way as other customers.

This integration helps ensure that equal opportunities to obtain, use, and benefit from these services are provided. The purpose of this policy is to describe how SJA provides accessible service to persons with disabilities.

Providing Goods and Services to People with Disabilities

SJA and its affiliated Branches are committed to excellence in serving all customers including people with disabilities.

Disability – means:

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



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Assistive devices

SJA will ensure to the extent appropriate that our employees, instructors and volunteers, are trained and familiar with various assistive devices that may be used by customers with disabilities while accessing SJA's goods or services.

A person with a disability may provide their own assistive device for the purpose of obtaining, using, and benefiting SJA's goods and services. Exceptions may occur in situations where SJA has determined that the assistive device may pose a risk to the health and safety of a person with a disability or others on SJA's premises. In such situations, and others, SJA may offer a person with a disability other reasonable measures to assist in obtaining, using, and benefiting from SJA's goods and services, where other measures are available.

It is the responsibility of the person with a disability to ensure that the assistive device is operated in a safe and controlled manner at all times.

Assistive Device – means a device used to replace, compensate for, or improve the functional abilities of people with disabilities. Assistive devices include a broad range of items such as mobility and visual/hearing aids, orthotics/prosthetics, speech devices, medical supplies, environmental controls and respiratory devices.

Service animals

SJA welcomes people with disabilities and their service animals. Service animals are allowed on the parts of our premises that are open to the public.

A person with a disability may enter premises owned and/or operated by SJA accompanied by a service animal and keep the animal with them if the public has access to such premises and the animal is not otherwise excluded by law. If a service animal is excluded by law, SJA will ensure that alternate means are available to enable the person with a disability to obtain, use and benefit from SJA's goods and services.

It is the responsibility of the person with a disability to ensure that the service animal is kept in control at all times.

Service Animal – means an animal, including a "guide dog" for a person with a disability, if it is readily apparent that the animal is used by the person for reasons relating to his or her disability; or if the person provides a letter from a physician or nurse confirming that the person requires the animal for reasons relating to the disability subject to the animal being otherwise excluded by law.



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Communication

SJA will communicate with people with disabilities in ways that take into account their disability.

SJA is committed to providing fully accessible telephone services to our customers. SJA will train employees to communicate with customers over the telephone in clear and plain language and to speak clearly and slowly. In addition, SJA will offer to communicate with customers by email if telephone communication is not suitable to their communication needs or is not available.

Support persons

A person with a disability who is accompanied by a support person will be allowed to have that person accompany them on our premises. Fees will not be charged for support persons.

SJA will notify customers of this through a notice posted on our premises and through our client registration processes.

SJA may require a person with a disability to be accompanied by a support person while on the premises in situations where it is necessary to protect the health and safety of the person with a disability or of others while on the SJA's premises. A person with a disability shall not be prevented from having access to the support person while on the SJA premises.

Support Person – means, in relation to a person with a disability, another person who accompanies a person with a disability in order to help with communication, mobility, personal care, or medical needs or with access to goods or services.

Notice of temporary disruption

SJA will make reasonable efforts to provide prior notice of any disruption of services, if possible, recognizing that in some circumstances such as in the situation of unplanned temporary disruptions of service, advance notice will not be possible. In all cases, SJA will notify customers promptly by posting a notice that includes information about the reason for the disruption, (the disruption period) anticipated duration and a description of alternate facilities or services that may be available. The notice will be posted in reasonable places.



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Training for volunteers, instructors, and employees

SJA will provide training to all employees, instructors and volunteers, who deal with the public or other third parties on their behalf, in relation to this policy.

Training will be provided on an ongoing basis as soon as practicable in connection with an employee's (including instructors and volunteers) assigned the applicable duties.

Training will be provided on an ongoing basis when changes to SJA's policies, practices and procedures, and/or when changes to applicable legislation governing the provision of goods and services to persons with disabilities occur. Training will also occur as part of the orientation to SJA for new employees, instructors and volunteers and with internal transfers if required.

Training Format

The format of training given will be tailored to suit each person's interactions with the public or third parties or involvement in the development of policies, procedures, and practices, as applicable.

The content of the training will include:

- An overview of the purposes of the SJA *Accessible Customer Service Policy*;
- An overview [Ontario] *Accessibility for Ontarians with Disabilities Act, 2005* or other legislation applicable to the SJA's *Accessible Customer Service Policy*;
- An overview of the requirements of the SJA customer service standard;
- Instruction on SJA's policies, procedures and practices pertaining to the provision of goods and services to persons with disabilities;
- How to communicate with persons with various types of disability;
- How to interact with persons with disabilities who use assistive devices or who require the assistance of a service animal or support person;
- How to use equipment or devices that are provided which may help people with disabilities access goods and services provided by SJA such as TTY, telephones, elevators, etc.; and
- What to do if a person with a particular type of disability is having difficulty accessing SJA's goods or services.



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Emergency Response Planning

SJA will provide and make available, in an accessible format or with appropriate communication supports, to customers and employees with disabilities (including instructors and volunteers) that takes into account their disability, information about emergency response plans, evacuation procedures, or public safety while on the SJA's premises.

Feedback process

SJA is committed to providing high quality goods and services to all of its customers.

Feedback from customers and/or third parties is welcomed as it may identify areas that require change and encourage continuous service improvements. Feedback from a member of the public about the delivery of goods and services to persons with disabilities may be provided by telephone, in person, in writing, in electronic format, or through other methods. All feedback should be directed to:

Human Resources
St. John Council for Ontario
Provincial Office
15 Toronto Street, Suite 800
Toronto, Ontario
M5C 2E3
Tel. 1-800-268-7581.

SJA will respond to customer feedback and/or will investigate complaints and respond within 30 days.

For additional information with respect to continually evolving AODA requirements, please contact Human Resources at the Council Provincial Office.



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SJA like other organizations has moral, ethical, and legal responsibilities to the people who use their programs and services; the people who provide those programs and services; and to the community at large. Through employee, instructor, and volunteer screening SJA tries to identify people who might present a risk to those served, their own members, and members of the community.

SJA's volunteers, instructors, and employees are often placed in positions of significant trust with vulnerable people. The wide spectrum of volunteers, instructors, and employee positions varies not only in nature but also in level or risk. Through screening, SJA strives to provide safe, well-managed services to the community and to its employees, instructors and volunteers.

The following are typical positions of trust or authority:

- Situations in which someone has a significant degree of authority or decision-making power over another.
- Situations where someone has a significant degree of unsupervised access to another person, their property, or to the organization's property.
- Situations where the success of the program, service or activity depends on the development of a close, personal relationship between the individuals, as in supervision and mentoring.
- Situations in which the service being provided renders the client vulnerable, as in personal care services e.g. first aid and health care.

SJA uses a variety of screening methods such as well-designed position descriptions, careful recruiting, application forms, interviews, reference checks, specialized testing, police record checks, attestation check, orientation sessions, training, probationary periods, close supervision, regular evaluation and monitoring, and the pairing of experienced members with new volunteers, instructors and employees.

Policy Requirements

1. All volunteers (i.e. governance volunteers, committee volunteers, administrative volunteers and service volunteers), instructors, and employees are required to participate in an on-going screening cycle throughout their involvement with SJA.
 - 1.1 Applicants who refuse to comply with SJA's screening cycle process will not be accepted into the organization.
 - 1.2 Existing volunteers, instructors and employees who do not comply with the Screening Cycle Policy will be subject to disciplinary action.
 - 1.3 Existing volunteers, instructors, and employees must undergo an annual performance assessment process.



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2. Branches are required to use clearly outlined recruiting procedures.
 - 2.1 Branches will establish recruiting procedures and communicate these to all agents involved in the intake of applicants.
3. Application forms must be in line with elements of privacy and must comply with human rights codes.
 - 3.1 Each applicant will be required to complete a Council-approved application form.
 - 3.2 Applications will be managed by each Branch in coordination with the Council Provincial Office.
4. Position descriptions will be in place for every volunteer, instructor, and employee position.
 - 4.1 Position descriptions should be well designed and well suited to the tasks to be performed.
 - 4.2 All volunteer, instructor, and employee positions will be assigned for a term agreed on by the supervisor and the member in compliance with Council established terms.
5. Screening-in measures are required when candidates are being considered for volunteer, instructor, and employee positions.
 - 5.1 Screening-in measures can include, but are not limited to:
 - reference checks
 - police record checks, including a vulnerable sector check (PRC)
 - attestation
 - specialized testing
 - 5.2 The screening-in measures applied to each candidate is determined by the nature of the work for which the candidate is applying. Criteria must be used to assess which screening measures will be used with each position. The criteria are:
 - vulnerability of persons served (e.g. youth, senior citizens)
 - access to property (e.g. inventory, property, vehicle access)
 - access to personal information (e.g. management of other volunteers, instructors, employees)
 - degree of isolation (e.g. time spent on a one-to-one basis with another individual);
 - degree of physical contact (e.g. instructors with students)
 - degree of physical demands (e.g. nature of assignment and position description)
 - degree of inherent risk (e.g. dependent on the assignments for patient care)
 - skills and knowledge required
 - degree of supervision
 - degree of trust (e.g. board members, unit supervisors).
 - 5.3 The selection process (interview and reference questions, special tests) should be bias-free and objective, and must conform to all applicable human rights statutes and privacy legislation.



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6. SJA will make every reasonable attempt to ensure that the privacy and confidentiality of records are protected as per federal and provincial legislation and the SJA Privacy Policy.
 - 6.1 All personal information collected and to be retained from the screening process must be kept in a secure location at the local Branch office, the Council Provincial Office, and National Office.
 - 6.2 A successful applicant shall have access to his/her file within 30 days following a formal request to the respective Branch or Council Provincial Office.
 - 6.3 Information contained in a member's personnel file will not be disclosed without the member's consent unless permitted or required by law. Any complaints regarding the collection, use or disclosure of personal information can be made directly to the Council-appointed Privacy Officer.

7. The accepted applicant's file, once signed and submitted, is considered a corporate file of SJA.
 - 7.1 Each applicant's file will be updated and maintained for the period for which the individual is a member of SJA and/or seven (7) years following their departure unless the information is deemed historical. Historical records are defined as:
 - funds (bursaries and scholarships),
 - selective retention of public relations,
 - newspaper clippings,
 - media relations,
 - insurance records,
 - donor records,
 - member service records,
 - community service volunteer admission and promotions in the Order of St. John,
 - records of commemorative medal recipients.
 - 7.2 Each personnel file shall include the following records and information:
 - a checklist for screening steps relating to the position.
 - Information is gleaned from police record checks (PRCs) and kept on file in the national database. See GOV 06, Selecting Successful Applicants, Sec. 5 Police Record Check, for addition direction on PRC forwarding and retention.

Personnel involved in the screening cycle process (e.g. supervisors, interviewers, program leaders, instructors) are responsible for:

- adapting position descriptions to reflect local need;
- implementing recruitment strategies and application processes;
- reviewing applications;
- interviewing applicants;
- inserting a written record of interview responses in the applicant's file;
- checking personal and professional references following a standardized process;
- ensuring that any of the following are completed and/or submitted, where required:
 - PRC,
 - specialized tests,
 - attestations;
- completing and maintaining the personnel files of applicants;



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- entering successful applicants' information in the national SJA database and searching the database for previous affiliations with other Council and/or Branches.
- managing personal information in compliance with jurisdictional human rights statutes and privacy legislation;
- consulting with a volunteer, instructor, or employee to determine and assign the terms for his/her position;
- ensuring new volunteers, instructors, and employees receive appropriate orientation and training;
- pairing experienced personnel with new volunteers, instructors or employees, when necessary;
- supervising, monitoring, and evaluating the performance of volunteers, instructors, and employees and providing appropriate feedback, including annual performance assessments; and,
- conducting exit interviews.

Procedures

SJA has developed a comprehensive screening cycle for all roles within the organization.

- Planning for New Positions
- Recruitment
- Selecting Successful Applicants
- Orientation and Training
- Supervision
- Assessments and Evaluations

Once a step is completed (e.g. interview, reference check, PRC) the item is signed off and screening measures are registered in the national SJA database.

Planning for New Positions

1. Conduct a needs assessment.
2. Developing and adapting position descriptions. The key elements of a position description include but are not limited to:
 - position title
 - term of appointment
 - goals of the position
 - required tasks
 - boundaries and limits of the position
 - required skills/knowledge/experience
 - required qualifications



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- suitability factors
- description of working conditions
- description of benefits

The following factors should be considered when designing position descriptions:

- Who are the people who will be participating in the program or service?
- What orientation/training is required?
- What support/supervision/evaluation is required?
- What screening measures are needed?
- What level of risk should be assigned to the position?

Recruitment

1. Develop specific recruitment strategies that target the types of individuals that best fit the position/role. The following questions can be used to help plan your targeted recruitment strategy:
 - What is the job that needs to be done?
 - Who would do this job?
 - Where will you find them?
 - How will you communicate with them?
 - What are their motivational needs?
 - What will you tell them?
 - Who will do it?
2. Have prospective members complete an application form. This form is the minimum screening requirement for all positions since basic demographic data should be kept on file for all members.
3. All applications should be reviewed and volunteer, instructor or employee applicants should be short-listed.
4. All short-listed applicants will be interviewed by the intake agent or delegate. More than one interview might be warranted to ensure the individual's suitability.



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Selecting Successful Applicants

1. Planning interviews—the interview provides SJA the opportunity to evaluate the applicant’s suitability for the available position. It also offers applicants the opportunity to learn about the organization and its mission.
 - 1.1 The following steps and suggestions will help to plan the interview process.
 - The interview process must be bias-free, objective, and conform to all jurisdictional human rights statutes and privacy legislation. Review your jurisdictional human rights statutes and privacy legislation (beforehand).
 - Set an agenda and clarify the purpose of the interview.
 - Plan the timing of the interview—be cautious about scheduling anything immediately after the interview.
 - Use face-to-face rather than telephone interviews if you have a choice.
 - Conduct the interview privately.
 - Have a minimum of two interviewers.
 - Ensure there will be no interruptions.
 - Allow plenty of time for the candidate to ask questions.
 - Maintain a comfortable distance, facing the person.
 - Show interest in the candidate and his/her responses.
 - Use open-ended questions. For example, ask, “How do you feel about working with youth?” rather than “Do you like working with youth?” The second example allows the applicant to respond with a short yes/no answer. The first example encourages the applicant to expand and explain his/her response.
 - Be sure you understand the applicant’s responses. When you are unsure, ask for clarification.
 - 1.2 The interviewer will complete a written record of the interview responses for the purpose of confirming acceptance or refusal of applicants for specific positions.
2. Interview Questions—the interviewer will use the interview questions that have been developed by SJA for the position in question. Interview questions can be broken down into the following categories, with examples of appropriate questions for each category.
 - 2.1 Awareness of the organization:
 - How did you find out about SJA?
 - What are your thoughts on the material in the information package?
 - What made you decide to become a SJA volunteer/instructor/employee?
 - What obligations/activities do you see yourself participating in?
 - 2.2 Performance factors:
 - Do you know of any reasons or limitations that would prevent you from meeting the requirements of this position?



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- 2.3 Qualifications:
- What specific skills, education, abilities, or experience are you bringing with you to SJA?
 - How do your qualifications relate to this position?
 - Describe past experiences that relate specifically to this position or other positions in which you have taken on similar responsibilities.
 - In what ways do you feel you are suited to work with SJA?
 - What strengths do you bring? Weaknesses?
 - What qualities do you have that are important for a position such as this?
- 2.4 Applicant's self-assessment:
- How do you think others would describe you?
 - Are they correct in their perceptions?
 - What do you expect to achieve through your experience with SJA?
- 2.5 Limitations—provide position-specific examples and ask:
- Would you find it difficult to assist in any of the following situations? If so, why?
- 2.6 Closure:
- Will your references be prepared to respond to questions?
 - Do you have any concerns/questions?
3. Reference checks—Reference checks provide additional assurance of an applicant's suitability. Careful planning is essential to ensuring objectivity in reference checks.
- 3.1 Applicants are required to submit at least one personal and one professional reference with their application form. Additional references may be required for positions designated high-risk if the first two references are discordant.
- 3.2 Reference checks can be done in person, by phone, mail, e-mail, or fax. It is recommended that the application interviewer perform the reference checks for any given applicant.
- 3.3 Plan the reference interview (usually conducted over the phone).
- Review your jurisdictional human rights statutes.
 - Ensure that the member has consented to having his/her references checked.
 - Verify factual data provided by the applicant.
 - When asking about performance and behavior, ask open-ended questions and probe for the information you need. For example, ask, "Can you tell me how [name] responded to stressful work situations?"
 - Encourage both positive and negative feedback about the individual.
 - Avoid questions that lead to information that is prohibited on human rights grounds.
 - If you get a negative impression, probe for more information.
 - Keep a written record of the interview.



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3.4 Use the following questions to guide you in conducting reference checks.

- How long have you known the applicant?
- In what capacity do you know him/her?
- Would you say that you know the applicant well? Slightly?
- What is your current relationship to the applicant?
- Describe your experience with the applicant?
- Can you please tell me what you remember most, good, and bad, about this person?
- Please comment, if you can, on the following traits. How much or how little does this individual exhibit these traits?
 - dependability
 - trustworthiness
 - honesty
 - integrity
 - initiative
 - perseverance
 - patience
 - ability to deal with stress
 - approach to discipline
 - respect for others
 - leadership qualities
 - role model for others
 - tolerance of differences
 - ability to follow through on commitments
- Has this person ever demonstrated any characteristics of temperament or personality that you believe would cause a problem if he or she were to take on this position?
- Would you be willing to have this person work on a one-to-one basis with a vulnerable person e.g. child or a senior citizen?
- How well does the person work on his own? As part of a team?
- What would you identify as this individual's strengths? Weaknesses?
- Would you recommend this person to our organization?

4. Specialized Testing

Some roles may require specialized testing/requirements as a component of the screening process. Detailed information regarding specialized testing requirements is available from the applicable supervisor.

5. Police Record Check

A Police Record Check (PRC), including a vulnerable sector check is required for specific positions.

5.1 New applicants (or those changing roles within the organization) requiring a PRC will complete a Release of Information Authorization form from their local police service, at their own expense (if any).



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- 5.2 Branches (depending on the police jurisdiction) should consider arranging an agency agreement with each police service to ensure that the PRC procedure looks at the appropriate types of convictions. When requesting an agreement, ensure that the checks outlined below are included:
- vulnerable sector screen (e.g. child/elder abuse registry),
 - pardoned sexual offenders database.
- 5.3 Police services vary. Usually, the police service responsible for the potential member's home address conducts the PRC, not the police service responsible for the location of the SJA office/unit in which he or she volunteers/works. Police service process may call for the completed PRC to be given to a SJA office. Consult your local police service to determine the specific procedures.
- 5.4 NOTE: SJA considers the following criminal convictions, unless pardoned, to preclude membership in any capacity:
- A conviction involving a violent act—anyone who has been convicted of a violent crime against another person.
 - A conviction involving weapons offences—anyone who has been convicted of a crime involving weapons
 - A conviction involving child/elder abuse—anyone who has been convicted of abusing a child or elder, physically, emotionally or sexually. Pardons do not affect this exclusion.
- 5.5 NOTE: SJA considers applicants with the following criminal convictions as high risk and requires that position-specific screening measures be applied in all cases:
- A conviction involving controlled drugs and substances—anyone who has been convicted of dealing (selling), and anyone who has been convicted with possession of controlled drugs and substances within the past five (5) years.
 - A conviction involving alcohol—anyone who has been convicted of crimes involving alcohol within the past five years.
 - A conviction involving theft without violence—anyone convicted of a crime involving theft over \$2000; anyone convicted of a crime involving theft under \$2000 in the past five years.
- 5.6 SJA may request a police record “re-check” at any time, at its sole discretion. While the degree of risk identified for a position will determine the renewal periods for police checks (generally every six (6) years), reasonable grounds for the check must also be established. Refer to the, ‘Screening Methods Based on Risk Assessment Analysis’ chart and the end of this regulation.
- 5.7 The following tables provide general instruction on how to assess the PRC, what to do when the applicant cannot provide a PRC, and how to treat PRCs from existing SJA members.



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Assessing the PRC of New Applicants		
PRC Assessment	Action	Administrative Steps
No record of convictions	<ul style="list-style-type: none"> ▪ Thank applicant for complying. ▪ Confirm position offer. 	<ul style="list-style-type: none"> ▪ Record details in national database. ▪ Fill out membership agreement (including sign-off on all SJA policies). ▪ Schedule “Respect in the Organization” training and other requisite/ appropriate training orientation. ▪ Return original PRC information to member.
Record but conviction does not contravene SJA PRC guidelines	<ul style="list-style-type: none"> ▪ Thank applicant for complying. ▪ Confirm position offer. ▪ If unclear as to whether offer should be confirmed, consult Provincial Office. 	<p>If confirming position offer:</p> <ul style="list-style-type: none"> ▪ Record details in national database. ▪ Fill out membership agreement (including sign-off on all SJA policies). ▪ Schedule “Respect in the Organization” training and requisite/appropriate training and orientation. ▪ Return original PRC information to member.
Record and conviction does contravene SJA PRC guidelines	<ul style="list-style-type: none"> ▪ Consult Provincial Office. ▪ Rescind conditional position offer. ▪ Explain reason why membership is refused. 	<ul style="list-style-type: none"> ▪ Make notes of advice received. ▪ Make notes of discussion with applicant. ▪ Send Letter of Refusal of Membership. ▪ Submit all completed documentation to Provincial Office.



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5.7 There may be times when applicants cannot provide a PRC. The following resolution guide should be followed:

Applicant Cannot Provide a PRC		
Situation	Action	Next Steps
Landed immigrant—arrived within past year	<ul style="list-style-type: none"> ▪ Accept date on the document showing landed immigrant status as PRC. 	<ul style="list-style-type: none"> ▪ Indicate PRC equivalent details on personnel file and in national database.
Landed immigrant—arrived over one year ago	<ul style="list-style-type: none"> ▪ New PRC is required. 	<ul style="list-style-type: none"> ▪ As noted under, “Action”
Student visa/work visa, SJA member in own country, arrived within past year	<ul style="list-style-type: none"> ▪ Obtain reference from supervisor in country of origin to use as PRC date. 	<ul style="list-style-type: none"> ▪ Indicate PRC equivalent on personnel file and in national database. Attach letter of reference to screening package. ▪ If no reference is available, accept as a member, but not in a position of trust or authority.
Student visa/work visa, not SJA member in own country, arrived within past year	<ul style="list-style-type: none"> ▪ Accept as a member, but not in a position of trust or authority. ▪ Schedule “Respect in the Organization” training and requisite/appropriate training and orientation. 	<ul style="list-style-type: none"> ▪ As noted under, “Action”
Student visa/work visa arrived over a year ago	<ul style="list-style-type: none"> ▪ New PRC is required. 	<ul style="list-style-type: none"> ▪ As noted under, “Action”
Refugee, status has not been granted	<ul style="list-style-type: none"> ▪ Accept as a member, but not in a position of trust or authority. ▪ Schedule “Respect in the Organization” training and requisite/appropriate training and orientation. 	<ul style="list-style-type: none"> ▪ As noted under, “Action”
Refugee, status has been granted	<ul style="list-style-type: none"> ▪ New PRC is required. 	<ul style="list-style-type: none"> ▪ As noted under, “Action”
Local police service does not provide PRC service	<ul style="list-style-type: none"> ▪ Seek PRC from an alternate police service. 	<ul style="list-style-type: none"> ▪ As noted under, “Action”



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5.8 The following resolution guide should be used when evaluating PRCs for existing SJA members.

Police Record Checks for Existing St. John Ambulance Members		
PRC Assessment	Action	Administrative Steps
No record of convictions	<ul style="list-style-type: none"> ▪ Thank member for complying. 	<ul style="list-style-type: none"> ▪ Record details in national database. ▪ Return original PRC information to member.
Record but conviction does not contravene SJA PRC guidelines	<ul style="list-style-type: none"> ▪ Thank applicant for complying. ▪ Consult Provincial Office. 	<ul style="list-style-type: none"> ▪ Record details in national database. ▪ Return original PRC information to member.
Record and conviction does contravene SJA PRC guidelines (these would be for convictions occurring since the last periodic PRC)	<ul style="list-style-type: none"> ▪ Consult Provincial Office. ▪ Ask member to resign. Thank member for previous service. ▪ If member refuses to resign, consult Provincial Office to ensure appropriate steps are taken to terminate the member 	<ul style="list-style-type: none"> ▪ Record details in national database. ▪ Make notes of advice received. ▪ Make notes of discussion with the member. ▪ For resignation, submit notes as well as national database input request. ▪ For refusal to resign, submit all completed documentation along with database input request to Provincial Office.



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Previous St. John Ambulance Affiliation Check

The applicable supervisor will arrange a search on the SJA National Database for all incoming volunteers, instructors, and employees to check previous affiliations with other Provincial/Territorial Councils.

NOTE: All SJA members transferring from one geographic jurisdiction to another must undergo full applicant screening, including, but not limited to, careful recruitment, application forms, interviews, reference checks, and a new police records check, including a vulnerable sector check.

Processing Documentation

Applicants or members are required to forward requisite screening documentation (e.g. application forms, police record checks) in its original format (no alterations, photocopies or faxes) to the applicant's or member's supervisor who will initially review the information prior to forwarding to the Branch Executive Director/Manager for final review, adjudication and processing. The applicant or member, or his/her supervisor may at any time, contact the Branch Executive Director/Manager or the Provincial Office Human Resources Department to discuss the applicant's, or members' screening documentation. Branches, Service Centres, and Community Services Unit will not file/retain copies of PRC documentation, once information is processed.

Conditional Membership

If all other screening measures check out and new memberships are waiting on a police record check from a police service, conditional membership may be approved by the applicant's/member's supervisor for period not to exceed six (6) months. This conditional approval allows the individual to begin training and service as a probationary member or probationary leader until their police record check has been reviewed/adjudicated. Such conditional members are not to be placed in supervisory positions or in positions of trust or authority. Their membership status may be subject to change should a police record check indicate a need to change the status of the member (e.g. release). In such cases written notice outlining the particulars will be provided to the applicant/member.

Orientation and Training

All incoming volunteers, instructors, and employees will receive an orientation to the organization and its mission, policies and procedures and to the work, which the applicant has been assigned. Orientation related resources and on-the-job training will be provided by the applicable supervisor or his/her delegate. Such training must include SJA's "*Respect in the Organization*" Harassment and Discrimination Training. Each Branch should have its own customized Orientation Guide.



GOVERNANCE: Volunteer, Instructor and Employee Screening

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Supervision

1. Each volunteer, instructor, and employee will have a clearly identified supervisor who will be responsible for his or her day-to-day consultation, supervision, and direction. Supervisors (including program leaders, instructors, etc.) are responsible for ongoing monitoring and support of volunteers, instructors, employees in their areas.
 - 1.1 Probationary periods: Following acceptance into the organization, members will be required to fulfill a probationary status for the first three months. If an individual moves from one area to another within the organization, the probationary period will once again be reinforced to ensure compatibility and the necessary adjustment has taken place.
 - 1.2 Pairing experienced members with new members: Any new member coming into the organization (or someone reassigned to a new role, unit) may be paired with an experienced member (volunteer, instructor or employee) for the requisite orientation and training period. This decision is left to the individual's immediate supervisor.
 - 1.3 Record keeping: Personnel files should be maintained and should include progress reports, notice of any problems or concerns and input regarding work performance.

Assessments, Evaluations and Performance Management

1. Performance appraisals: The performance of every volunteer, instructor and employee will be assessed on an annual basis. (NOTE: While Instructors are formally recertified every three years in most cases, on-going supervision and close, monitoring is expected and required.)
 - 1.1 Assessing performance and providing feedback:
 - Evaluation procedures will be constructive, supportive, flexible, and empowering. They will motivate personnel to aim for the highest standards and pinpoint where the individual can best achieve their goals within the organization.
 - The performance assessment should offer the opportunity for members to give input and to negotiate change.
 - Where appropriate, corrective action will be implemented. Refer to applicable SJA policies related to discipline.
 - Regular supervision and evaluation may include:
 - regular performance assessments,
 - random spot checks,
 - periodic reassignment,
 - updated police record checks.



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2. Performance Management of Volunteers, Instructors and Employees:
 - 2.1 General policies and procedures for the performance management of volunteers, instructors and employees can be found in:
Volunteers: National Operating Policies and Procedures – CS
Instructors: National Operating Policies and Procedures - Training
Employees: St. John Council for Ontario Human Resources Policies and Procedures

Please contact the Human Resources Department at the Council Provincial Office for additional information.

3. Exit interviews: Any volunteer, instructor or employee either leaving the organization or moving to another position within the organization will be encouraged and invited to participate in an exit interview. The interview is confidential as to the specific issues raised, but the interviewer shall retain the right to look into any concerns raised by the exit interview. The intent of the exit interview is to help the organization improve its effectiveness.
 - 3.1 Planning and conducting the exit interview:
 - Review your jurisdictional human rights statutes and privacy legislation.
 - Ensure the interview process is bias-free, objective, and conforms to all jurisdictional human rights statutes.
 - Prepare an agenda and determine the purpose of the interview.
 - Discuss reasons for leaving. Ask:
 - Why are you leaving your position?
 - How would you describe your relationship with your immediate supervisor?
 - Do you feel your performance/progress was reflected correctly in your annual performance assessment?
 - How would you describe your relationship with other SJA personnel?
 - How would you describe your work environment?
 - Do you feel you received the necessary tools, training, and support to perform your assigned tasks?
 - What changes would you recommend to strengthen the organization?
 - What did you like least about your experience with SJA?
 - What did you like best about your experience with SJA?
 - Would you recommend SJA to others?
 - 3.2 The information collected as part of the exit interview will be used to enhance SJA's operational procedures and will be shared with management for use in program review.



GOVERNANCE: Volunteer, Instructor and Employee Screening

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Screening Methods Based on Risk Assessment Analysis

	Service volunteers 16 years of age and older	Board chairs and Unit Leaders	Board and committee members (excluding Chair and Unit Leaders)	Instructors	Employees	Non-SJA in positions of trust and/or authority
Application form	✓	✓	✓	✓	✓	✓
Interview	✓	✓	✓	✓	✓	✓
Signed agreement (including code of conduct, if applicable)	✓	✓	✓	✓	✓	✓
2 reference checks (unless conflicting, then add 3 rd)	✓	✓	✓	✓	✓	✓
Initial police record check, including vulnerable sector check (note – an initial police record check, including vulnerable sector check may be appropriate for those board members responsible for membership, clients or handling funds, property)	✓	✓	If required (see note)	✓	✓	✓
Annual attestation	✓	✓	✓	✓	✓	✓
Up-to-date police record re-check, including vulnerable sector check, every six (6) years after initial police record check. (Note - consideration may be given to more frequent checks based on changes in membership role/status)	✓	✓		✓		✓
Orientation and training (including regulatory training requirements)	✓	✓	✓	✓	✓	As required
Close monitoring and supervision	✓	As required	As required	As required	As required	✓
3-month probation period, followed by an evaluation	✓	✓	3-month check-in	3-month check-in	✓	As required
Annual evaluation	✓	✓	✓	✓	✓	✓
Regular monitoring and feedback	✓	✓	✓	✓	✓	✓



GOVERNANCE: Volunteer, Instructor and Employee Screening

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Annual Attestation

All volunteers, instructors and employees are required to immediately notify their supervisor and the Human Resources Department at the St. John Council for Ontario Provincial Office, if their driver's license has been suspended or restricted for any reason, if they became the subject of any criminal investigation or if any charges were brought against them, even if the charges are pending. Such matters are to be reported promptly. These matters will be discussed with the individual at the time of reporting and will be reviewed promptly, thoroughly, fairly and in confidence.

Furthermore, all members age 16 years of age and older are required to annually attest in writing (using an Attestation Form provided by the Council Provincial Office) to notifying their immediate supervisor and the Human Resources Department, Council Provincial Office, if, since the last attestation, their driver's license has been suspended or restricted for any reason, if they became the subject of any criminal investigation or if any charges were brought against them, even if the charges are pending.

For those volunteers, instructors and employees that have a professional designation, these members are also required to attest that their professional designation is current if it is applicable to, or used within their current position with SJA.

Attestation forms will be sent out from the Council Provincial Office at the end of the calendar year to all volunteers, instructors and employees for completion by all members age 16 years of age and older. The member will complete the form by the due date specified and return the form to the member's supervisor. Failure to complete and return the forms will result in the suspension of non-compliant members.

The member's supervisor will forward, by the due date specified, these completed forms to the Branch Executive Director/Manager for review and records management. Branches, Service Centres, and Community Services Unit will return original attestation documentation to the member once the information is gleaned and recorded in the national database. No copies of the attestation documentation are to be retained once processed.

Please contact the Provincial Office Human Resources Department for additional information regarding volunteer, instructor and employee screening requirements and procedures.



GOVERNANCE: Respect In The Workplace Policy & Prevention of Workplace Violence & Harassment

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Policy Objective

The purpose of this policy is to describe the principles, policies and processes in support of the commitment of Council to provide a respectful, ethical and inclusive working and volunteering environment, free of workplace violence and workplace harassment.

Policy Statement

SJA is committed to providing a respectful and safe work environment free from violence and harassment. SJA does not tolerate or condone violence or harassment whether it is between members, or between a member of the organization and a member of the public. It is the policy of Council that incidents, threats and complaints of workplace violence or harassment will be dealt with promptly, thoroughly, fairly, confidentially and in conformity with all legal requirements.

Policy Scope

This policy recognizes that workplace harassment and violence may occur between workers (which includes volunteers and instructors), co-workers, and clients/customers, workers and strangers and workers and domestic/intimate partners.

Policy Context

Consistent with Ontario's *Occupational Health and Safety Act*, 1990, and SJA's organizational values, SJA is committed to providing a safe working environment in which all individuals are treated with respect and dignity.

It is important to understand that anyone affiliated with SJA in any capacity is responsible for preventing and reporting any violence or harassment that threatens a safe work environment or any of our workers.

SJA has in place policies, procedures, and training programs relating to the control and prevention of workplace violence and harassment.

The purpose of this policy is to affirm the commitment of SJA to the highest principles and ensure workplace safety to the fullest extent possible. Specifically, this policy outlines the requirements of SJA to develop and implement policies and procedures to minimize instances of violence and harassment and respond in a fair manner in the event of occurrences or complaints.



GOVERNANCE: Respect In The Workplace Policy & Prevention of Workplace Violence & Harassment

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Responsibility and Implementation

This policy must be adopted without amendment to ensure compliance with applicable provincial legislation effective June 15, 2010.

Council is responsible for the development of policies, procedures, information, instructions and for complaint investigation.

Supervisors are responsible for ensuring that policies and procedures are followed by workers and that they have the information they need to protect themselves.

Workers are responsible for compliance with this policy.

Policy

Workplace violence and workplace harassment will not be tolerated.

Definitions

Threat is:

- the implication or expression of intent to inflict physical harm or actions that a reasonable person would interpret as a threat to physical safety.

Workplace Violence is:

- the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker;
- an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker, or
- a statement or behavior that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Workplace violence may include:

- verbally threatening to attack a worker;
- leaving threatening notes at, or sending threatening e-mails to the workplace;
- shaking a fist in a worker's face;
- wielding a weapon at work;
- hitting or trying to hit a worker;
- throwing an object at a worker; or
- sexual violence against a worker.



GOVERNANCE: Respect In The Workplace Policy & Prevention of Workplace Violence & Harassment

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Workplace harassment:

- engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Harassment in the workplace may include:

- making remarks, jokes or innuendos that demean, ridicule, intimidate or offend;
- displaying or circulating offensive pictures or materials in print or electronic form;
- bullying;
- repeated offensive or intimidating phone calls or e-mails; or
- inappropriate sexual touching, advances, suggestions, or requests.

Application

This Policy applies to all organizations and operations acting pursuant to the By-Law and Operating Regulations of Council. Within the context of this Policy, these organizations and operations are referred to as SJA.

This policy applies to individuals acting as workers defined as Full, Part time or Contract employees and Instructors on behalf of SJA.

This policy is comprised of a formal policy statement, definitions, and resolution process including the receipt, adjudication, and disposition of incidents, threats, and complaints.

This policy shall be considered subordinate to provincial laws and regulations, which relate to human rights, harassment, violence, discrimination, or other matters relevant to the subject of this policy.

Prohibited Behaviour

The following behaviour is prohibited under this policy and will lead to disciplinary measures up to and including discharge from employment.

- workplace violence or harassment;
- threats or intimidation;
- possession or use of weapons of any kind on SJA property (including parking lots and other exterior premises), while engaged in SJA activities in other locations or at SJA events, unless such possession or use is required for the performance of duties as determined by SJA;
- assault (as defined under s. 265 of the *Criminal Code of Canada*);
- physical restraint or confinement;
- dangerous or threatening horseplay;
- retaliation against anyone who has made a complaint or who has participated in an investigation under this Policy;



GOVERNANCE: Respect In The Workplace Policy & Prevention of Workplace Violence & Harassment

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failure to report an incident of workplace violence or harassment of which a worker defined as Full, Part time or Contract employees and Instructors is aware, and

- any other act determined by SJA to constitute violence or harassment, whether or not specifically set out above.

For Immediate or Emergency Assistance

If there is, or is likely to be a violent incident, immediately remove yourself from the unsafe situation if possible. If you require immediate assistance, contact the following (as applicable)

- Emergency Service: 911;
- Local Police, or
- Building Security.

Safety Measures

SJA endeavors to ensure the safety of all workers of the organization. To that end, all workers are asked to take the following measures:

- remove yourself from immediate danger;
- follow all SJA safety policies and procedures;
- inform a co-worker or supervisor if you will be working late and alone;
- inform a co-worker or supervisor if you will be attending an unfamiliar place for work or duty;
- if you see an unaccompanied stranger or suspicious person in the workplace, notify the appropriate persons immediately;
- use the services of building security (if applicable);
- familiarize yourself with the location of all exits;
- be alert to your surroundings, and
- use common sense.

Risk Assessments

SJA will undertake at least one annual workplace violence risk assessment. The completed assessment will be available to all workers for their applicable workplace upon request. If the assessment is in writing, a copy must be provided to the Provincial Office Human Resources Manager.

SJA Branches in consultation with the Provincial Office have developed procedures to control identified risks that are likely to expose a worker to physical injury.



GOVERNANCE: Respect In The Workplace Policy & Prevention of Workplace Violence & Harassment

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Disclosure of Violent Behavior

SJA will provide its workers with personal information related to a risk of workplace violence from a person with a history of violent behavior if the worker is expected to encounter the violent person in the course of their work and the risk of workplace violence is likely to expose the worker to physical injury. SJA will only disclose the information reasonably necessary to protect the worker from physical injury in accordance with personal information protection legislation.

Reporting Violence or Harassment in the Workplace

Any worker who is subjected to, a witness of, or has knowledge of, any incidents or threats of workplace violence or harassment, is required to immediately report in writing the incident to his or her supervisor. This includes reporting domestic violence situations that would likely expose a worker to physical injury in the workplace.

This policy does not preclude a worker from contacting the Police where he or she feels it is appropriate and is not intended to discourage a worker from taking any steps he or she feels necessary in that regard.

SJA will comply with all reporting obligations under the *Occupational Health and Safety Act*, 1990 including with respect to reporting obligations related to workplace violence.

Investigations

An incident or complaint of potential or actual workplace violence or harassment will be investigated promptly and impartially. Although SJA makes every effort to keep the incident or complaint as confidential as possible, it is not always possible to do so in the course of investigating or resolving an incident or complaint of potential or actual workplace violence or harassment.

The investigation will generally be conducted by an investigation team as determined by SJA's Provincial Management Team.

An incident or complaint will be investigated in a manner appropriate in the circumstances. This may include an internal investigation or the use of external resources. The investigators may undertake some or all of the following procedures as deemed appropriate in the circumstances in their review of allegations.



GOVERNANCE: Respect In The Workplace Policy & Prevention of Workplace Violence & Harassment

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Review of Allegations

- Conduct interview(s) of the complainant, potential witnesses, the subject of the complaint, or anyone with relevant information;
- Collect and review documents, and
- Review the workplace or sites of the incident.

Within 30 days of receiving the initial written complaint, the designated investigator(s) will conduct a full investigation including gathering all relevant information from all individuals having information related to the matter and prepare a written Investigation Report.

After conducting its investigation, the investigation team will make an objective assessment of whether there has been a violation of this policy. The outcome of the investigation will be reported to the complainant and individual that is the subject of the complaint and a copy sent to the Manager, Human Resources at the Provincial Office.

SJA may reassign, or place on suspension, both the complainant and or individual who is the subject of the complaint during the investigation or (depending on the outcome) after the investigation is complete.

Disciplinary Action

Any SJA worker who is found to have engaged in prohibited behavior will be subject to disciplinary action, up to and including discharge from the organization.

Information and Instruction

SJA will provide information and instruction to all workers with respect to the contents of this Policy and the SJA program with respect to workplace violence and harassment.



GOVERNANCE: Organization Overview – St. John Council for Ontario

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St. John Council for Ontario

The Council Board sets strategic direction and operating policies for SJA in the province of Ontario (excluding Federal District [Ottawa] Council). Provincial Office employees led by the Chief Executive Officer, support the Council Board and volunteer Standing, Special Committees and Task Forces.

The affairs of Council are regulated by By-law Number 1, including the Membership composition of the Council and its Board of Directors. Current Directors and Officers of the Council Board shall not hold volunteer, instructor or employee positions with local Branches.

For additional information with respect to the Council Board, please refer to St. John Council for Ontario By-law Number 1.



GOVERNANCE: Organization Overview – Branch

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Branch

A Branch is the local face of Council in the community providing training, product, and community services within their jurisdiction or catchment area as determined by Council. It is recognized that some Branches, due to their size or capabilities, may require administrative and/or operational support. Branches that request/require such support must, with Council assistance, review, and approval, enter into a written agreement with another Branch to provide such support. All Branches must include Community Services Units and may include Services Centres to provide community service and commercial outreach and growth in new or existing communities.

▪ **Community Services Units**

All Community Services Units (medical first response, youth, therapy dogs, campus response teams, ground search and rescue, car seat safety, and home caregiver support) must be affiliated with a Branch.

▪ **Service Centres**

A Service Centre provides expanded program and service delivery within a community. A Service Centre may be the first step in the creation of a new Branch, or may be an option in areas where the need for an existing full Branch is not required.

A Service Centre does not have a Board. A Service Centre may or may not have full-time or part-time employees assigned to them by the sponsoring Branch.

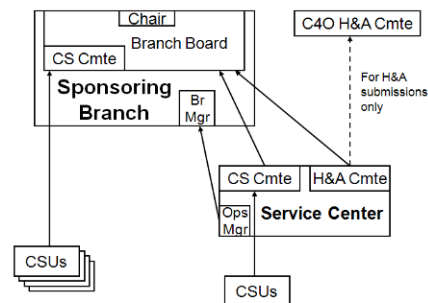
In addition to local commercial and charitable activities, Service Centres under the direction and coordination of their Branch are responsible for the following:

- Honours and Awards (direct submission to Council with information sharing to the sponsoring Branch)
- Community Services, which may include the development of local partnerships, local fund raising initiatives in support of Community Services (such as United Way, Trillium, Billes amongst other);
- Recruitment of volunteers to support Service Centre activities; and,
- Appointing Committees with constituent representation e.g. Community Services representation.

▪ Recommended Committees are:

- Honours and Awards
- Community Services

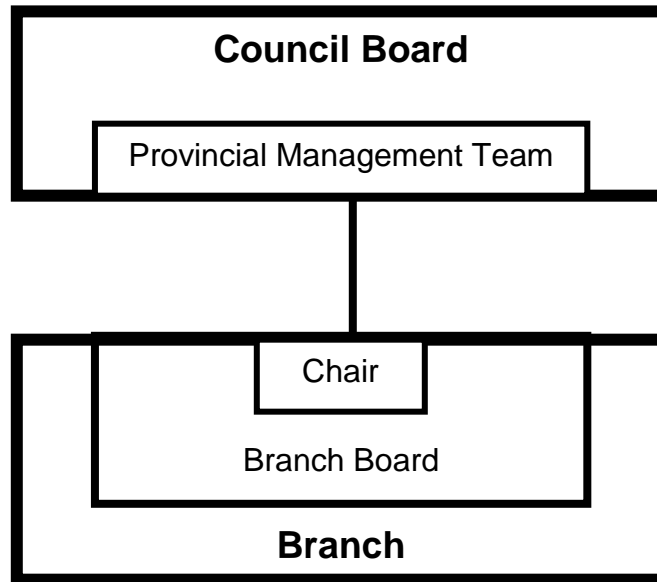
Service Center Relationships





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St. John Council for Ontario
Branch Reporting Relationship





GOVERNANCE: Provincial Management Team Structure		
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Provincial Management Team Membership (PMT)

- Vice-Chair Support (Team Lead)
- Vice-Chair Standards
- Chief Executive Officer (CEO)

The members of the PMT work closely as a team on behalf of the Council Board.

The PMT may recommend policy changes to Council Board. They cannot initiate policy changes in the course of their work without approval of the Council Board.

Provincial Management Team Appointment

Positions of Vice-Chair Support and Vice-Chair Standards are elected positions on the Council Board.

Role

- Provide a liaison between the Council Board and Branch Chairs and their Boards.
- Assist, support, and provide guidance to the Boards of their Branches, including governance issues related to management and some involvement as an advisory body with respect to operational and personnel issues, noting that PMT involvement in personnel issues occasionally involves listening to personnel concerns/issues and advising as needed.
- Assist and support Branches in their relationship with other Branches and resolve issues that Branches cannot resolve at the local level.
- Act as a senior level resource for all Branch Chairs.
- Provide oversight, monitor the operations of all Branches on behalf of Council Board, and recommend policy and other directives directly to the Board or through its appropriate Committee approval.
- Ensuring there is support for employees in the implementation of policy and any Council directives.
- Provide consultative advice and guidance vis-à-vis issues that face Branches, including assisting with the resolution of issues that may not be able to be resolved locally

Meetings with Branches

During their current term as needed, the PMT will meet with Branches at the Branch location (or via teleconference as a minimum). Meetings when possible include all PMT and Branch Boards representatives, including the Branch Executive Director/Manager.



GOVERNANCE: St. John Council for Ontario Committees/Task Forces		
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St. John Council for Ontario Committees/Task Forces

(for Branch information and reference)

Council Standing Committees	Council Senate, Special Committees & Task Forces
<p><u>Executive Committee</u> Have the lawfully delegated powers of the Board between meetings.</p> <p><i>Chaired by the Council Board Chair</i></p>	<p><u>Council Senate</u> <i>Chaired by the Council Board Chair</i></p>
<p><u>Resources Committee</u> With responsibilities for financial and resource monitoring and oversight.</p> <p><i>Chaired by the Treasurer</i></p>	<p><u>Nominating Committee</u> <i>Chaired by Council Board's immediate past-Chair</i></p>
<p><u>Standards Committee</u> With responsibilities for monitoring Council-approved standards for SJA Ontario programs and services relating primarily to training and community services.</p> <p><i>Chaired normally by the Vice-Chair, Standards</i></p>	<p><u>Honours and Awards Committee</u> <i>Chaired by Council Board's immediate past-Chair</i></p>
	<p><u>Human Resources and Leadership Development Committee</u> <i>With a Council Board member as Chairperson</i></p>
	<p><u>Annual Meeting/Investiture Committee</u> <i>With responsibilities for protocol and event staging</i></p>
	<p><u>Competitions Committee</u> <i>With responsibilities for participant development, protocol and event staging of the Ontario Medical First Response Competition and first aid competitions</i></p>
	<p><u>Governance Development Committee</u> <i>Chaired by a Council Board member</i></p>
	<p><u>J. W. Billes Fund Committee</u> <i>With a Council Board member as Chairperson</i></p>
	<p><u>Business Strategy Task Force</u> <i>Activated as required with responsibilities for advising on business strategy</i></p>



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Executive Committee	MEMBERSHIP: Council Chair, Vice-Chair(s), Past Chair, Treasurer.
LOCATION: Council	FREQUENCY: At the call of the Chairperson Meetings may be held electronically, by teleconference or, by email.
REPORTS TO: Council Board	STAFF SUPPORT: Chief Executive Officer
PURPOSE OF THE COMMITTEE:	
<ul style="list-style-type: none"> ▪ The Executive Committee will have all powers of the Board in respect of the management and direction of the business, affairs of Council, save, and except only those, which, by law, may not be delegated. All actions taken or authorized by the Executive Committee shall be reported to the Board at the next meeting thereof. ▪ The Executive Committee acts on behalf of the Board in its absence or inability to meet should the circumstances require action. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Resources Committee	MEMBERSHIP: Committee Chairperson (the Treasurer), four (4) or more members with expertise or interest in financial matters, including budgeting, audit activities, investment, and property matters.
LOCATION: Council	FREQUENCY: As required (usually quarterly)
REPORTS TO: Council Board minimum quarterly	STAFF SUPPORT: Chief Executive Officer assigns staff support.
PURPOSE OF THE COMMITTEE:	
<ul style="list-style-type: none"> ▪ Monitors, on behalf of the Council all assets and funds, including those of Council, the Branches, and all Community Services Units. Recommends policies to Council Board and monitors the financial, investment, and property activities of Council. 	
ESSENTIAL UNDERTAKINGS:	
<ul style="list-style-type: none"> ▪ Monitor accountability and transparency of all funds received by Council and Branches deposited in the chartered bank (financial institution) designated by the Council Board; ▪ Minimize financial risk by monitoring Council and Branches compliance with financial management policies. Recommends action in non-compliance situations; ▪ Review financial statements and supporting reports and recommend any appropriate action to the Board at the time of the presentation of the Resources Committee report; ▪ Review and recommend annual consolidated provincial budgets and financial Operation Plans strategies to the Council Board. The consolidated budget includes those budgets from Branches; ▪ Monitor the financial activities of Council by presenting financial statements to the Board with required notes of explanation; ▪ Establish and periodically review an Investment Policy Statement; ▪ Be accountable for the selection and recommendation of external auditors for approval at the Annual General Meeting. The auditors are to perform an annual audit of the organization's consolidated financial results which too will be presented at the Annual General Meeting; and, ▪ Recommend and implement approved policies for above duties and any other functions such as those related to consolidated Council and Branch financial reports. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Standards Committee	MEMBERSHIP: Committee Chairperson is normally the Council Vice-Chair, Standards. The following subject-matter positions will generally be considered for standing membership: Provincial Commissioner, Medical First Response Services Advisor, EMS Advisor, Therapy Dog Program Advisor, Youth Program Advisor, Emergency Management Advisor, Car Seat Safety Advisor, Medical Officer, Fellowship Advisor, and Instructor Advisor. The Chairperson, with the approval of Council Board may appoint: a) a committee Vice-Chair to assist with duties. b) additional project-specific, or subject matter specific committee members as required.
LOCATION: Council	FREQUENCY: The Committee shall meet at the call of the Chairperson (normally twice per year face-to-face in the Fall and the Spring and regularly through teleconference).
REPORTS TO: Council Board minimum quarterly	STAFF SUPPORT: Chief Executive Officer assigns staff support.
PURPOSE OF THE COMMITTEE: <ul style="list-style-type: none"> ▪ The purpose of the Standards Committee is to position Council as a dynamic, market-driven organization that applies contemporary standards to programs and services. Volunteer development is carefully coordinated with Human Resources and Leadership Development Committee. ▪ This Committee recommends policies to Council Board, develops, and implements plans and procedures related to program and service standards. ▪ Oversight of Branch operations is provided through the Provincial Management Team (PMT) who can refer standards issues to the Standards Committee. 	

...cont.



GOVERNANCE: Council Committee/Task Force Descriptions

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Standards Committee Description continued...

ESSENTIAL UNDERTAKINGS:

- Identifying strategies for volunteer recruitment and working with Human Resources and Leadership Development Committee, on volunteer development programs and their implementation;
- Validating or establishing minimum province-specific standards for operational areas and activities to include health care programs and services, as well as first aid instructor development to ensure continued recognition of SJA expertise and excellence in these areas based on current standards;
- Ensuring continued compliance through evaluation of SJA health-related activities, instructional programs and services;
- Reviewing new or enhanced programs, services and/or volunteer positions, and providing recommendations to the Council Board for consideration;
- Collaborating with Provincial Management Team in identifying health care needs consistent with changing health care systems;
- Developing in collaboration with federal, provincial and municipal agencies, an emergency management and response plan; and,
- Assisting to ensure Branch operations are appropriately supported.



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Nominating Committee	MEMBERSHIP: Committee Chairperson (Immediate Past-Chair, Council Board), Council Chair, Council Vice Chairs and one or more current or past Branch Board representatives.
LOCATION: Council	FREQUENCY: As required - at the call of Chairperson, usually in the spring and occasionally in the fall.
REPORTS TO: Council Board minimum quarterly	STAFF SUPPORT: Chief Executive Officer
PURPOSE OF THE COMMITTEE:	
<ul style="list-style-type: none"> ▪ Recruit Council Board and Committee leadership to ensure good governance of St. John Council for Ontario. 	
ESSENTIAL UNDERTAKINGS:	
<ul style="list-style-type: none"> ▪ In collaboration with the Executive Committee, assess the contribution of existing Council Board and committee members; ▪ Present to the Council Annual General Meeting a slate of Council Board members for election; and, ▪ Review and recommend to the incoming Council Board for approval, all committee chairpersons and the committee members for all Council committees. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Honours and Awards Committee	MEMBERSHIP: Committee Chairperson (Immediate Past-Chair, Council Board), Council Chair, Vice-Chairs, and one Branch Chair or Branch Honours & Awards Chair and a Community Services Unit Leader from a different Branch, selected by the Committee Chairperson in consultation with their affiliated Branch.
LOCATION: Council	FREQUENCY: As Required - at the call of the Chairperson, usually in March and again in Sept.
REPORTS TO: Council Board minimum quarterly	STAFF SUPPORT: Chief Executive Officer assigns staff support.
PURPOSE OF THE COMMITTEE: <ul style="list-style-type: none"> ▪ Review and recommend honours and awards related to the Order; ▪ Review and recommend provincial awards; ▪ Review the honours and awards processes; and, ▪ Provide related education to Branches as required. 	
ESSENTIAL UNDERTAKINGS: <ul style="list-style-type: none"> ▪ Keep informed of Council, Branch, Service Centre and Community Service activities; ▪ Establish a system and related processes for nominations for awards, including development and maintenance of an Honours and Awards Manual; ▪ Provide recommendations with respect to awards and recognition; ▪ Review submissions for Admission to the Order, Promotion within the Order, Medallions; ▪ Forward approved submissions to the National Honours and Awards Committee. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: J. W. Billes Fund Committee	MEMBERSHIP: Committee Chairperson (a Council Board member) and three (3) other members, with at least one (1) representative from Community Services and one (1) representative from the Instructor/Instructor-Trainer cadre.
LOCATION: Council	FREQUENCY: At the call of the Chairperson. Other business is generally conducted electronically.
REPORTS TO: Council Board at least twice annually	STAFF SUPPORT: Chief Executive Officer assigns staff support.
PURPOSE OF THE COMMITTEE:	
<ul style="list-style-type: none"> ▪ Review and recommend to the Council Board, the award of grants from the J. W. Billes investment funds. 	
ESSENTIAL UNDERTAKINGS:	
<ul style="list-style-type: none"> ▪ Keep informed of Council, Branch, Service Centre and Community Service activities; ▪ Issue the annual call for submissions to Council, its Committees, and/or Branches; ▪ Establish and maintain the procedures for issuing Billes grants; ▪ Review submissions and recommend to the Council Board, the awarding of grants; and, ▪ Announce grants in accordance with procedures. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Human Resources and Leadership Development Committee	MEMBERSHIP: Committee Chairperson (a Council Board member) and four (4) or more members with skills and knowledge related to human resources legislation and employee management.
LOCATION: Council	FREQUENCY: At the call of the Chairperson - usually twice per year, once in the fall and again in the spring.
REPORTS TO: Council Board minimum quarterly	STAFF SUPPORT: Chief Executive Officer assigns staff support.
PURPOSE OF THE COMMITTEE:	
<ul style="list-style-type: none"> ▪ To develop and recommend human resources policies, procedures and development that relate to staff and volunteers. 	
ESSENTIAL UNDERTAKINGS:	
<ul style="list-style-type: none"> ▪ Review legislation as well as national and provincial SJA operating regulations (policies) to ensure that current human resources policies and practices are compliant; ▪ Explore, review, and/or develop leadership development opportunities for all volunteers, staff and instructors; ▪ In collaboration with the Provincial Office, annually review the current Human Resources Manual to recommend any changes that reflect organizational and legislative changes. Update to reflect approved recommendations; ▪ Ensure that salary ranges and salary grades are current and reflect current organizational structure and employment equity guidelines; ▪ Ensure that the employee hiring practices are implemented to include screening factors such as police checks, awareness of the Code of Conduct and Respect in the organization documents; and, ▪ Ensure that Provincial Office, Branch employee, and volunteer position descriptions are current. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Council Senate	<p>MEMBERSHIP: Council Senate Chairperson (Council Chair). The Chair in consultation with the Past Chair will review and confirm appointments annually, based on a review of the following strata:</p> <ol style="list-style-type: none"> 1. Past Council Chairs/Presidents 2. Current & Past Council-level Patrons/Benefactors 3. Current & Past Council-level affiliated Knights & Dames <p><i>All members of the Council Executive Committee are invited to attend Council Senate meetings, even though some may not be members of the Senate.</i></p>
LOCATION: Council	FREQUENCY: Usually semi-annually at the call of the Chair.
REPORTS TO: Council Board	STAFF SUPPORT: Chief Executive Officer
<p>PURPOSE OF THE COMMITTEE:</p> <ul style="list-style-type: none"> ▪ To provide advice, support, and to further the mission of SJA in the province of Ontario. 	
<p>ESSENTIAL UNDERTAKINGS:</p> <ul style="list-style-type: none"> ▪ The Council Senate is available to support the Council Chair in roles such as fund development, attending Branch Honours & Awards functions, attending local fundraisers, and participating in any event as a Council designate and/or advocate, either when the Chair is unavailable, or in addition to the Chair. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Annual Meeting/Investiture Committee	MEMBERSHIP: Committee Chairperson and five (5) or more members. Additional sub-committee members may be recruited to ensure sufficient volunteers are available for the event.
LOCATION: Council	FREQUENCY: As required - at the call of the Chairperson.
REPORTS TO: Council Board through the Council Board Chair minimum quarterly	STAFF SUPPORT: Chief Executive Officer assigns staff support.
PURPOSE OF THE COMMITTEE:	
<ul style="list-style-type: none"> ▪ Plan and organize the Annual Meeting, Investiture, and assorted other activities during the Annual Meeting weekend for SJA Ontario. 	
ESSENTIAL UNDERTAKINGS	
<ul style="list-style-type: none"> ▪ Plan and implement the staging of the Annual General Meeting and Investiture event to be held annually in accordance with the approved Council Operation Plan and budget; ▪ Ensures compliance with provincial and national policies and guidelines; ▪ Develop and distribute ceremonial protocols and procedures; ▪ Review the selection of venues; ▪ Monitor the preparation and distribution of mailing pieces, announcements, registration forms; ▪ Develop and co-ordinate program participants; ▪ Submit planning and budgetary assumptions as part of annual operations plan and budget process; and, ▪ Prepare a post-event evaluation report and submit to the Council Board Chair. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Competitions Committee	MEMBERSHIP: Committee Chairperson and five (5) or more members. Additional sub-committee members may be recruited to ensure sufficient volunteers are available to support events.
LOCATION: Council	FREQUENCY: As required - at the call of the Chairperson.
REPORTS TO: Council Board through the Provincial Management Team minimum quarterly	STAFF SUPPORT: Chief Executive Officer assigns staff support.
PURPOSE OF THE COMMITTEE:	
<ul style="list-style-type: none"> ▪ To organize and conduct the Ontario Medical First Response Competition; ▪ To support and provide participant development and resources for Branch first aid competitions, with Council Board approval; and, ▪ To organize and conduct other first aid competitions, or other competition support and development as directed by the Council Board. 	
ESSENTIAL UNDERTAKINGS:	
<ul style="list-style-type: none"> ▪ Event logistics, operations, casualties, judging, and public relations; ▪ Develop participants, organize and implement competition(s) in accordance with approved Operation Plan and budget; ▪ Ensure compliance with provincial and national policies and guidelines; ▪ Make recommendations for the future growth and development of the provincial competitions; ▪ Review and update assumptions under which provincial competitions are conducted; ▪ Define Rules and Qualifications for entry and arbitrate any questions of conflict; ▪ Establish requirements, direct Task Force membership appointments and activities to ensure efficient conduct of the event, timeliness, and cost effective administration; and, ▪ Prepare a post-event evaluation report and submit to the Provincial Management Team. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

TITLE: Governance Development Committee	MEMBERSHIP: Committee Chairperson (member of Council Board) and a four (4) or more members.
LOCATION: Council	FREQUENCY: As required at the call of the Chairperson.
REPORTS TO: Council Board minimum quarterly	STAFF SUPPORT: Chief Executive Officer assigns staff support if required.
PURPOSE OF THE COMMITTEE:	
<ul style="list-style-type: none"> ▪ To continually review industry best practices in governance, with the intent of bringing those concepts suitable for SJA into our processes thereby improving governance of Council and of all Branches. 	
ESSENTIAL UNDERTAKINGS:	
<ul style="list-style-type: none"> ▪ Review and remain current best practices in governance; ▪ Identify those concepts which when included in our processes would improve the governance of the organization at either the Branch or Council level; ▪ Recommend strategies and policies to Council for approval; ▪ Oversee the review and implementation of approved policies and strategies; and, ▪ Assist in the implementation of the approved policies as required. 	



GOVERNANCE: Council Committee/Task Force Descriptions		
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(for Branch information and reference)

<p>TITLE: Business Strategy Task Force (Activated as required)</p>	<p>MEMBERSHIP: Task Force Chair is selected by the Council Board with representation from Council Board, Committee, Provincial Office and Branches</p>
<p>LOCATION: Council</p>	<p>FREQUENCY: As required</p>
<p>REPORTS TO: Council Board minimum quarterly</p>	<p>STAFF SUPPORT: Chief Executive Officer assigns staff representation and support.</p>
<p>PURPOSE OF THE TASK FORCE: At the request of the Council Board, the Business Strategy Task Force is responsible on an ad hoc basis for providing strategic advice and support to the Council Board and Management with respect to business growth, specifically strategies for:</p> <ul style="list-style-type: none"> ▪ Market analysis, including competitive intelligence ▪ Assessment of risks and barriers to commercial growth ▪ Customer acquisition and client relationship management 	
<p>ESSENTIAL UNDERTAKINGS: In collaboration with the Provincial Office and Branches:</p> <ul style="list-style-type: none"> ▪ Undertake a review of the current first aid, health and safety training/product environment to gain a better understanding of the market (<i>workplace & non-workplace</i>), the current challenges affecting the market, and potential opportunities for growth in the market. This includes both an internal and external review of commercial trends. ▪ Analyse SJA's competition to gain an understanding of their goals, current strategy, assumptions held, and capabilities. This includes intelligence about their major customers, suppliers, and partners/alliances. Review SJA's competitors' terms of sale, their price policies and the plans they have for changing the way in which they differentiate one or more first aid, health and safety products from SJAs. ▪ Review SJA's current customer acquisition strategies, processes, and information resources. This includes reviewing existing sales training techniques for relevance. ▪ Identify potential cost effective ways to generating high-quality leads. ▪ Explore SJA's processes for managing customers from acquisition through to fulfillment, ongoing support, and renewal. 	



GOVERNANCE: Branch Responsibilities

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Branches are responsible to Council for the delivery of training, product, and community services programs approved by Council. Branch Boards are responsible for:

- a) Defining the direction of the Branch consistent with Council policies, standards, regulations, and guidelines.
- b) Setting and executing Branch measurable goals, strategies, and related work plans that are aligned with stated Council goals and strategies.
- c) Ensuring that timely, monthly accounting and reporting is provided to Provincial Office for each Branch.
- d) Ensuring that Community Services Units have the necessary resources to conduct their service strategies.
- e) Ensuring funds are raised and used in compliance with Council policies and procedures.
- f) Representing SJA effectively in the community and leverage community networks and resources.
- g) Providing revenue sharing to Council as directed.
- h) Keeping Council advised of local issues and related resolution, and events.
- i) Ensuring leadership training is available to new leadership positions.
- j) Reviewing on annual basis, the resource materials available through the Provincial Office to support training, education, and community outreach.
- k) Providing suggestions, recommendations, and advice to Council.

Some Branches may require administrative and/or operational support. Branches that request/require such support must, with Council assistance, review, and approval, enter into a written agreement with another Branch to provide such support.



GOVERNANCE: Branch Status– Forming a Branch, Changing Responsibilities, Changing Branch Boundaries, Closing a Branch

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A Branch is generally designated by the name of the municipality or region in which it is situated.

A Branch derives its authority from Council. It is accountable to the Council Board and through the PMT must satisfy Council that it is organized and operated in accordance to Council by-laws, policies, procedures, and standards.

The Branch boundaries are the decision of Council.

A Branch must have:

- Minimum six (6) Board members
- Designated facility in support of commercial, training, charitable & community services operations
- A Branch Executive Director / Manager as applicable
- Core First Aid Training conducted as a minimum
- An active Community Services Unit
- As a minimum, a Community Services Committee, an Honours and Awards Committee and a Nominating/Membership Committee

Forming a new Branch

A new Branch is created initially through the formation of a Service Centre.

Procedure

Potential founding members contact an appropriate Branch, who will work with the Branch and the Provincial Management Team to advise them of the process to form a Service Centre affiliated with the Branch, and identify the actions that need to be taken.

At a meeting with potential founders for the new service centre, the sponsoring Branch, with support from the Provincial Management Team will:

- Provide documentation outlining a Case for Support required for Service Centre formation; and,
- Obtain agreement on future initiatives, timelines, and persons accountable.



GOVERNANCE: Branch Status– Forming a Branch, Changing Responsibilities, Changing Branch Boundaries, Closing a Branch

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When the founders have presented the required information to the Branch, the Branch will review and approve the recommendation and forward to the Provincial Management Team who in turn, will review and as appropriate, will present recommendations and supporting information to Council Board.

The transition to the formation of a new Branch will be done with regular contact involving the sponsoring Branch and the Provincial Management Team.

A Branch becomes an official Branch when Council Board approves the recommendations.

It is recognized that some Branches, due to their size or capabilities, may require administrative and/or operational support. Branches that require such support may, with Council review and approval, enter into a written agreement with another Branch to provide such support.

Note: National Office and Council will be required to update the national database to include the new Branch.

Changing Branch Status/Responsibilities/Boundaries

The same Council procedures for forming a Branch are followed for making changes to Branch status, responsibilities or boundaries.

Provincial Office must advise National Office of any changes to ensure that the national data base system can be updated.

Note: With respect to boundaries, it is critically important that Branches communicate with each other when considering offering programs and services outside of their respective catchment areas.



GOVERNANCE: Branch Name – Changing a Branch Name

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A SJA Branch is generally designated by the name of the municipality or region in which it is situated; however, for greater client services (marketing) awareness the Branch name may be other than the name of the Branch municipality.

The Branch name is the decision of Council Board.

Procedure

The Branch will contact the Provincial Management Team through the Chief Executive Officer to advise of the desire to change the name of the Branch.

The Branch will:

- Prepare the written name change request with a Case for Support. Case for name change must indicate that key stakeholders of the Branch support the name change. It must also indicate the reason for the change and expected outcome;
- Forward endorsed documents to the Provincial Management Team through the Chief Executive Officer, who will review and as appropriate, will pass a recommendation to Council Board for approval;
- The Provincial Office will advise National Office of any Council approved name change, as any name change must be reflected in the national database structure; and,
- The Provincial Office will send notice of Council approval, to the appropriate Branch.

Note: As all Service Centres and Community Services Units are affiliated with a Branch, any proposal to change the name of a Service Centre or Community Services Unit must be processed through Council Board using the above procedures.



GOVERNANCE: Branch Change – Case for Support (to change)

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When recommendations to create a new Branch, change Branch responsibilities, change Branch name or boundaries, is proposed, the following *Case for Support* must be included with any change proposal.

SITUATION	CASE FOR SUPPORT
New Branch or Service Centre	<p>Case for Support must include:</p> <ul style="list-style-type: none"> ▪ Letter from the sponsoring Branch confirming that all founding members have successfully completed the Volunteer Screening process. ▪ Explanation as to why a Branch is being recommended, proposed timelines, services to be delivered and expected community benefits (outcomes). ▪ Explanation of the level of Branch support. ▪ Endorsement from the Provincial Management Team. ▪ Draft budget for the first two years of operation. ▪ Explanation of proposed site/ location for the Branch.
Name Change	<p>Case for Support must include:</p> <ul style="list-style-type: none"> ▪ Explanation as to why the name change is being proposed, timelines, expected community benefits (outcomes) ▪ Endorsement from the Branch Board (Motion as recorded in Branch Minutes as this includes Community Services support.) ▪ Revised Branch budget that includes cost to implement name change (new letterhead, promotional material, uniforms, vehicle delineation etc.)
Branch Boundaries	<p>Case for Support must include:</p> <ul style="list-style-type: none"> ▪ Proposed boundary changes and the current boundaries as defined by Council. ▪ Explanation as to why a Branch boundary change is being recommended, proposed timelines, expected Branch and community benefits (outcomes). ▪ Endorsement from the Branch Board (Motion as recorded in Branch Minutes as this included Community Services support) and Provincial Management Team. ▪ Revised budget that indicates cost to change boundaries and revenue.
Close a Branch	<p>Case for Support must include:</p> <ul style="list-style-type: none"> ▪ Rationale for closure. ▪ Outline the efforts made to maintain Branch operations.



GOVERNANCE: Branch Operations Assessment and Review		
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Branch Operations Assessment

Branches are encouraged to proactively monitor and assess their operations to ensure compliance with critical practices and strive to implement best practices. To assist in this process, Council developed a “Branch Best Practices Assessment” tool for use by Branches (see Annex B).

The “Branch Best Practices Assessment” tool is in two-parts:

Part 1 is a “Critical Compliance Requirement” Assessment that identifies the critical policy and regulatory requirements that each Branch must comply with. By March 31st of each year, all Branches must review and confirm in writing as to being compliant with the critical practices listed in Part 1 of the Assessment. **Only Part 1 Critical Compliance Requirement Assessment must be completed and signed by both the Branch Chair and the Branch Executive Director/Manager and forwarded to the Director of Operations at the Provincial Office no later than March 31 of each year.**

Part 2 is a “Best Practices Assessment” that assesses optimal Branch success factors in the areas of Governance, Human Resources, Planning, Finance, Administration, Location, Facilities, Sales, Marketing, Communication, Community Services, Training, Community Relations, Recognition, and Fundraising.

Branches are required to comply with all Critical Compliance Requirements in Part 1, and should strive toward achieving as many Branch Success Factors as both reasonable and achievable in Part 2. Branches are also encouraged to use the complete tool to assist with Volunteer, Instructor and Employee orientation and development as applicable.

Branch Operations Review

If a Branch appears to be unable to comply with Council Operating Regulations (policies and procedures), the Provincial Management Team may recommend and initiate a Branch Operations Review. This recommendation must be in writing and include an outline of the issues, and support initiatives taken prior to the submission of this recommendation.

All facets of SJA operations in Ontario may be subject to an Operations Review, initiated by the Provincial Management Team.

The purpose of the Operations Review is to identify Branch strengths and areas, which may not be in compliance, or are weak or encountering other issues that have not been resolved. Moreover, based on the findings, recommend action to achieve required standards and policies of Council.



GOVERNANCE: Branch Operations Assessment and Review

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The Operations Review Team in consultation with the Provincial Management Team will determine the content of the Operations Review. The team will be made fully aware up front of the expectations and extent of the review, including whether it is a full or partial operations review and related extent.

A full Operations Review will cover all aspects of Branch Operations including:

- Policy and Regulatory Compliance
- Governance
- Human Resources (volunteer, instructor & employee)
- Planning (Strategic & Operational)
- Finance and Administration
- Location & Facilities
- Sales, Marketing & Communication
- Community Services (MFR, Therapy Dogs, Youth, Car Seat, Campus Response, etc.)
- Training (Training Administration, Training/Course Equipment)
- Community Relations
- Recognition
- Fundraising

Once a decision is made to conduct a Branch Operations Review the Vice-Chair Support is to advise the Branch Board of the action to be taken and the individuals who will be involved in the review process.

The Provincial Management Team appoints the Operations Review Team. The team is required to:

- Review previously completed “Branch Best Practices Assessments”
- Interview a broad and balanced cross-section of Branch stakeholders (volunteers, instructors, employees). Observe on site – regarding staff, facility, vehicles, equipment, supplies etc.
- Test procedures in question.
- Confirm and collect supporting documentation including local policies and procedures.
- Submit a written report, assessment, and supporting documentation to the PMT with recommendations based on findings.

The Operations Review Team report will be shared with the Provincial Management Team. The Provincial Management Team will review the findings, consolidate input from all sources, and present consolidated findings and recommendations to the Council Board. The Council Board will direct the Provincial Management Team to present findings and approved recommendations to the Branch Board.



GOVERNANCE: Branch Operations Assessment and Review		
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OPERATIONS REVIEW PROCEDURE

Operations Review Team

The Operations Review Team will include members who have been selected by the Provincial Management Team based on the specific needs and requirements of the review and the experience of the members (as demonstrated by Branch governance, business operations, charitable and community services). The Team selected must be impartial and objective. Branch Executive Directors/Managers may be invited to participate. In some situations, it may also be of benefit to have a member of the business or health services community as members.

PROCEDURE

Employee Support

The Operations Review Team will be assigned Provincial Office employee support by the Chief Executive Officer. The Provincial Office employee support will provide the Operations Review Team with Branch background information and copies of the appropriate Operations Review pages from the Operating Regulations Manual and the “Branch Best Practices Assessment” tool. The assigned Provincial Office employee support may also be assigned to participate as a member of the Operations Review Team in the interview process.

Operations Review Team members will be reimbursed for travel and accommodation expenses when appropriate Expense Claims are submitted to Council Chief Executive Officer. The support employees should provide an expense claim form to all members.

Orientation

There should be an initial planning and orientation meeting of the Operation Review Team, including employee support to determine the interview process, stakeholders to be interviewed and to identify any additional background information that the volunteers, instructors and employees are requested to provide to the team prior to the start of the interviews.

Interviews

An Operations Review is based upon interviews of stakeholders including volunteers, instructors, and employees of the Branch operation. In consultation with the Provincial Management Team and Branch as applicable, the Operations Review Team provides the interview schedule and list of those to be interviewed to the provincial support employees, who will liaise with the Branch Chair, Executive Director/Manager to coordinate the interviews at the Branch site or agreed upon alternate location. The list must include a broad and balanced cross-section of local stakeholders.

The Operations Review Team may elect to conduct a combination of individual interviews and group interviews. Interviews may be able to be conducted in a day, an evening, or may require several days to conduct. The scheduling of interviews is the decision of the Operations Review Team.



GOVERNANCE: Branch Operations Assessment and Review

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The interview questionnaire is based on the “Branch Best Practices Assessment” tool (see Annex A), and consideration will be made to reviewing previously completed “Branch Best Practices Assessments”.

Interview Findings

At any point in the interview an Operations Review Team member may and should ask for copies of supporting material, e.g. such as instructor policy, sample community services report to the Board, or class calendar, etc.

Each member of the Operations Review Team should maintain his/her own notes taken during the interview and submit his/her findings, assessments and supporting documentation and materials to the Operations Review Team leader.

Time Allocation

The Operations Review process from the date of the interviews and any additional follow up to the submission of results to the PMT should normally take no longer than 30 days.

Report Recommendations

Members of the Operations Review Team may elect to meet, teleconference, or e-mail to develop the resulting recommendations and report to the Provincial Management Team. Recommendations must be submitted to the Provincial Management Team, and kept in strict confidence.

Report Format

The report to the Provincial Management Team should include:

- Methodology Overview. Identify stakeholders interviewed, names of the Operations Review Team, date, and location of the Operations Review.
- Findings. It is important to identify some positive aspects of the operation as well as the issues identified. The Branch Best Practices Assessment, supporting documentation should also be submitted.

CONCLUSION

Recommendations

Recommendations should include:

- Action to be taken;
- Persons responsible;
- Timelines for actions;
- Monitoring criteria to ensure that recommendations are implemented;
- Actions to be taken if the recommendations are not implemented as approved; and,
- Any support documents should be added as addendum.



GOVERNANCE: Branch Operations Assessment and Review

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Report Acceptance and Approval

It is the option of the Provincial Management Team to accept, supplement, revise or reject the recommendations or seek clarification from the Team before submitting motions to the Council Board. The Provincial Management Team should explain their decision to the Operations Review Team.

When the report is completed, reviewed and supported by the Council Board the outcome should be promptly communicated by the Provincial Management Team to the local Branch in a factual and concise format and include positive findings when identified as well as the problem or deficiency areas to be addressed.

Implementation

The Provincial Management Team will be accountable for the implementation of all Council Board approved recommendations with Provincial Office support.



GOVERNANCE: Branch Issues Resolution

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St. John Ambulance is a diverse, multi-faceted organization offering a variety of commercial and charitable programs and services to Ontarians. This unique diversity is what sets St. John apart from other organizations. This diversity can also, from time to time, result in issues, often related to leadership challenges and internal competing interests.

Council encourages its Branches, Services Centres, Community Services Units and membership to resolve issues locally between the parties involved with the assistance of local supervisors if necessary. In many circumstances, issues can be resolved locally and expeditiously. Council does recognize however, that sometimes Branches, Services Centres, Community Services Units, or members are not comfortable, proficient, or capable of trying to resolve certain issues between the parties involved, particularly if the issue is with a senior supervising authority.

If a Branch, Service Centre, Community Services Unit or member is having challenges resolving issues with, for example, their supervising authority, then the Branch, Service Centre, Community Services Unit or member should feel comfortable escalating the issue to the next highest authority without fear of embarrassment or reprisal. Examples may include, but are not limited to:

- Community Services volunteer has an issue with their Unit Coordinator that cannot be resolved between the parties involved. The volunteer or Coordinator may escalate the issue to the Branch Community Services Committee for resolution.
- Unit Coordinator has an issue with the Community Services Committee Chair that cannot be resolved between the parties involved. The Unit Coordinator or Committee Chair may escalate the issue to the Branch Board Chair for resolution.
- Branch employee or contract instructor has an issue with their Branch Manager that cannot be resolved between the parties involved. The employee, instructor, or Manager may escalate the issue to the Branch Board Chair for resolution.
- A Service Centre or Community Services Unit has an issue with their Branch Board that cannot be resolved between the parties involved. The Centre, Unit, or Board may escalate the issue to the Provincial Management Team (Vice Chair Support, Vice Chair Standards, and Chief Executive Officer) for resolution.

It is important to understand that some issues may not be resolved to the complete satisfaction of all parties involved, and that not all challenging issues necessarily need, or should, be escalated. Examples may include, but are not limited to:

- Appropriate supervisory actions such as performance management, performance counseling, performance appraisal, and discipline.

With respect to issues related to “Respect In The Workplace Policy & Prevention of Workplace Violence & Harassment”, please refer to GOV 07.



GOVERNANCE: Council-appointed Administrators of Branches

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The Council Board on the recommendation of the Provincial Management Team may place a Branch under a Council-appointed Administrator.

Such administration may be recommended when a Branch is unable to comply with St. John Council for Ontario Operating Regulations. Examples of issues that would require Council-appointed Administrator considerations are:

- Failure to meet financial obligations.
- Failure to hold regular meetings.
- Failure to comply with information needs of Council.
- Failure to conform to or abide by decisions/ directions/ standards of Council as documented.
- Failure to abide by Council regulations and by-laws.
- Failure to comply with the law.

If a Branch is deemed unable to comply with Council Operating Regulations, the PMT, after consultation with the Provincial Office will recommend to the Council Board to place the Branch under a Council-appointed Administrator(s). This recommendation must be in writing, include an outline of the issues, and support initiatives taken prior to the submission of this recommendation. The Branch could be placed under Council-appointed Administration by removing the Board.

If recommendations are approved, Council Board through the PMT will undertake the following process:

- a) Notify the Branch of action to be taken.
- b) Appoint an investigative team.
- c) Conduct an investigation.
- d) Recommend action to Council Board.
- e) Notify the Branch of additional action to be taken.
- f) Implement and monitor the ongoing results of the implementation of the decision with quarterly reports to the Council Board, as required.



GOVERNANCE: Council-appointed Administrators of Branches

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a) Investigative Process:

- Investigators will meet with the Branch to advise them of the investigative process, investigative options of an Operations Review or interviews with concerned parties; and meeting with the Branch Board, as appropriate.
- Meetings with concerned parties to discuss alleged problems; minutes are to be taken by investigators.
- Discuss alleged problems with the Branch Board; minutes are to be taken by investigators.
- Present recommendation(s) to Provincial Management Team (PMT).
- PMT to present recommendation(s) to the Council Board.
- Council Board, through the PMT, will notify involved parties before any action is taken.

b) Report Format:

- Methodology
- Findings
- Recommendations to support Council-appointed Administration of a Branch or other actions

c) Council Board Appoints Council Administrator(s)

- Defines the terms and objectives in the form of a letter.



GOVERNANCE: Council-appointed Administrators of Branches		
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Council Board will consider Council-appointed Administrators of Branches based on the matrix below:

SITUATION	RECOMMENDATION
Minor	<u>Resolve immediately</u> – Request Branch Board to take action as outlined by the Council Board. The action request will identify problem area(s), expected outcomes, and person(s) to be accountable for the action.
Major	<u>Veto Power</u> – Council Board assumes veto power over all Branch Board decisions in the problem area(s). The problem area(s), expected outcomes and monitoring process must be clearly defined identifying person(s) accountable.
Crisis	<u>Council-appointed Administration of a Branch</u> – Place the Branch under Council-appointed Administration until Branch affairs are satisfactory to the Council Board. Appoint administrator(s) to take temporary control of the affairs of the Branch and, if possible, work with local volunteers. The Council Board, working with the appointed administrator(s), may also appoint an interim Branch Board and/or Branch Chair to take control of the affairs of the Branch until Branch affairs are satisfactory to the Council Board. Expected outcomes must be clearly defined by the Council Board.

NOTE:
The Council Board, as part of the decision, may suspend or terminate any or all Branch employees, contractors and volunteers. Local Board members relinquish all SJA responsibilities for a defined period. At that time, the administrator(s) or Council Board will review their SJA roles in consultation with the Branch Board providing assistance/support.

The Council Board, as part of the decision, may suspend or terminate Branch employees and contractors in accordance with Human Resources policies. Administrator(s), working in consultation with the Provincial Management Team may replace any or all volunteers.

The Branch Board Members, contractors, and employees who have been suspended/ terminated will turn over any property, monies, and records to the administrator(s). The Provincial Management Team will provide direction with respect to members who have secondary roles at the Branch such as instructors or members of community services. These members will be notified of their status.

The administrator(s) if required will arrange an immediate financial audit and pay outstanding claims, subject to available funds.



GOVERNANCE: Branch Boards

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Each Branch is required to have an annually appointed Board. Generally, Board members are required to:

- Keep fully informed of and participate in Board discussions and crucial issues central to the success of the Branch;
- Be driven by results linked to strategic / business plans;
- As leaders, ensure clear measures of success through the work of the Board's committees and through the delivery of SJA programs and services that are consistent with provincial operating and legislated regulations;
- Approve, evaluate, and make required adjustments to the budget and financial matters as appropriate.
- Assist in the development and maintenance of good relations within the Board, committees, employees, and Community Services.
- Support and encourage a local donor development program.
- Actively participate with external organizations, to generate high levels of interest, broad participation, and support for SJA.
- Increase public awareness of the volunteer and charitable activities of SJA.

Branch Boards consist of up to 12 members (minimum of six (6)). The specific number of Board members authorized at any one time is established and may be changed by resolution of the Board.

Board Members must be a Branch member in good standing and have completed the volunteer screening process. In recruiting Board Members the following skills and knowledge should be considered:

- Sensitivity to group dynamics
- Adherence to Board solidarity i.e. support for all Board decisions
- Integrity
- Maintenance of confidentiality

Experience should include:

- SJA Committee experience
- Previous Board experience (profit or non-profit)
- Knowledge of SJA (Order, Branch and affiliated Community Services) structure
- Skills particular to the current and evolving needs and requirements of the Branch Board

Current Council Board members, active instructors, and active Community Services leaders/members shall not sit on local Branch Boards.

Membership of the Branch Boards will be staggered. Each member of the Branch Board will be appointed for a 2-year term.



GOVERNANCE: Branch Boards

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Each year, one-half of the members of the Branch Board will come up for re-appointment (or replacement). Aside from term restrictions placed on how long a Board member can serve as Chair, there is no restriction on the length of time that a person may sit as a member of the Branch Board and a member of a Branch Board whose term expires in any given year may be re-appointed for another 2-year term. By way of example, if a Branch Board has 12 members, in 2016, the six (6) members who were appointed for a 1-year term in 2015 will come up for re-appointment (or replacement) for a 2-year term. Thereafter, each year six (6) members of the Branch Board will come up for re-appointment (or replacement).

Removal of any Branch Board member before the expiration of his or her term of office may be made at a Branch Board meeting for which notice, specifying the intention to pass such a resolution, has been given. A Branch Board member may only be removed for conduct, which amounts to a breach of trust, of confidentiality or for an actual or reasonable perception of a conflict of interest or a failure to perform. All Branch Board members must be advised of the meeting and the purpose of the meeting. A 2/3 majority of the Branch Board membership present is required to remove a Branch Board member from office.

OR

Removal of any Branch Board member before the expiration of his or her term of office may be made at a Council Board meeting for which notice, specifying the intention to pass such a resolution, has been given. A Branch Board member may only be removed for conduct, which amounts to a breach of trust, of confidentiality or for an actual or reasonable perception of a conflict of interest or a failure to perform. All Council Board members must be advised of the meeting and the purpose of the meeting. A 2/3 majority of the Council Board membership present is required to remove a Branch Board member from office.

If a vacancy occurs in the Branch Board, the remaining Branch Board members may appoint a person approved in advance by the Council Board to fill the vacancy for the remainder of the term at any Branch Board meeting, if constituting a quorum (50% plus one constitutes quorum at a Board meeting).



GOVERNANCE: Engagement/Employment & Conflict of Interest

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SJA policies support fair position selection, recruitment, and employment process, and provide a workplace that is free from actual or perceived conflicts of interest.

SJA permits the volunteer engagement or employment of:

- a) qualified relatives of volunteers or employees,
- b) the volunteer's or employee's household, or
- c) immediate family

as long as such volunteer engagement or employment remains arm's length, and does not, in the opinion of SJA, create actual or perceived conflicts of interest.

Volunteers and employees cannot have any influence over personnel actions (e.g. promotions, recognition, discipline or termination) affecting related volunteers or employees. This policy is subject to appropriate modification when applied to adult supervision of youth program participants.

For purposes of this policy, "qualified relative" is defined as a spouse (including common-law spouse and same-sex spouse), child, parent, sibling, grandparent, grandchild, aunt, uncle, first cousin, corresponding in-law, "step" relation, or any member of the volunteer's or employee's household.

It is the responsibility of every Branch volunteer and employee to identify to the Branch Chair and Executive Director/Manager any potential or existing personal relationship, which falls under the definitions provided in this policy. Volunteers and employees who fail to disclose personal relationships covered by this policy prior to the engagement/hiring process could be subject to disciplinary action up to and including their termination of volunteer engagement or employment.

Branch Board members may not seek or accept appointment to a paid SJA Branch managerial position within the same Branch, while serving on the SJA Branch Board. Upon leaving a SJA Branch Board position, an individual may not apply for a paid SJA Branch managerial position with the same Branch for a period of six (6) months following departure from the Board.

For additional information on employee policies and procedures, please refer Council's Human Resources Policies and Procedures.



GOVERNANCE: Branch Board Structure

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Branch Board up to 12 Members – minimum of six (6)
1. Chair
2. Past Chair
3. Vice-Chair
4. Treasurer
5. Secretary
In addition, up to seven (7) other members, of which one (1) must be a Community Services Committee Chairperson; one (1) must be an Honours & Awards Committee Chairperson and one (1) must be a Nominations/Membership Committee Chairperson.

Refer to Annex B for sample Branch Board member position description templates



GOVERNANCE: Branch Committee Descriptions		
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TITLE: Branch Executive Committee	MEMBERSHIP: Board Chair, Past Chair, Vice Chair, Treasurer, Secretary
LOCATION: Branch	FREQUENCY: At the call of the Chair
REPORTS TO: Branch Board	STAFF SUPPORT: Branch Executive Director / Manager assigns staff support.
PURPOSE OF THE COMMITTEE: Will have all powers of the Board in respect of the management and direction of the business and affairs of the Branch.	
ESSENTIAL DUTIES: <ul style="list-style-type: none"> ▪ Act on behalf of the Board, between meetings, making those decisions that cannot wait until the next scheduled meeting of the Board; ▪ All actions taken or authorized by the Executive Committee shall be reported to the Board at the next meeting thereof; ▪ In consultation with the Branch Executive Director/Manager, monitor the implementation of the approved Branch Operation Plans and budget and recommend any adjustments as appropriate to support achievement of the plan and budget goals; ▪ Identify and recommend to the board a planning process that supports the development of short term and long range strategic planning that provide efficiencies in the Branch; Provide support to the implementation of an approved Board planning process; ▪ In collaboration with the Council CEO, evaluate annually the Branch Executive Director's/Manager's duties, performance, and salary range and make policy decisions concerning personnel matters; and, ▪ Other activities as required. 	



GOVERNANCE: Branch Committee Descriptions

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TITLE: Branch Community Services Committee (This is a required Branch Committee)	MEMBERSHIP: Committee Chairperson (who is a voting member of the Branch Board), Unit Chiefs/Coordinators. (other support representation as the Committee Chair determines)
LOCATION: Branch	FREQUENCY: Monthly
REPORTS TO: Branch Board	STAFF SUPPORT: Branch Executive Director / Manager assigns staff support.
PURPOSE OF THE COMMITTEE: To coordinate Community Services delivery within the Branch territory and to promote support to all affiliated Branch/Service Centre Community Services Units.	
ESSENTIAL DUTIES:	
<ul style="list-style-type: none"> ▪ Develop, recommend and implement Board approved policies, Operation Plan and budget related to the delivery of community services programs including, Therapy Dog, Youth, Medical First Response, Campus Response Teams, Emergency Services, Car Seat Safety Units, Ground Search and Rescue, Home Caregiver Support and other initiatives as appropriate; ▪ Ensure consistent liaison with the Branch Executive Director/Manager with reference to policies, plans, and implementation of the annual Branch Operation Plan and budgets; ▪ Keep informed of the Branch Community Services activities and problems; ▪ Ensuring compliance with national and provincial policies and procedures; ▪ Inform and liaise as appropriate with other SJA members in Ontario; and, ▪ Perform other duties as assigned by the Board. 	



GOVERNANCE: Branch Committee Descriptions		
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<p>TITLE: Branch Honours and Awards Committee (This is a required Branch Committee)</p>	<p>MEMBERSHIP: Committee Chairperson and up to four (4) members. Skills and knowledge related to The Order.</p>
<p>LOCATION: Branch</p>	<p>FREQUENCY: As required.</p>
<p>REPORTS TO: Branch Board and submits nominations to the Branch Chair</p>	<p>STAFF SUPPORT: Branch Executive Director / Manager assigns staff support.</p>
<p>PURPOSE OF THE COMMITTEE:</p> <p>To review and recommend SJA honours and awards as appropriate for the Branch.</p>	
<p>ESSENTIAL DUTIES:</p> <ul style="list-style-type: none"> ▪ Prepare submissions and receive those from Branch Membership to ensure compliance with policies as outlined in the Honours & Awards Manual; ▪ Recommend those submissions that are in compliance with the Council Honours and Awards Committee policy and submit nominations to the Branch Chair; ▪ Ensure that the national database has recorded Honours & Awards appropriately in a timely manner; ▪ Keep informed of National & Provincial policy changes; ▪ Ensure that approved recipients are integrated into the provincial or national investiture program annually; ▪ Promote the importance of volunteer recognition through the Honours and Awards program ▪ Maintain current Roll of the Order hard copy on site; and, ▪ Administer local recognition initiatives and awards. 	



GOVERNANCE: Branch Committee Descriptions		
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TITLE: Branch Nominating/Membership Committee (This is a required Branch Committee)	MEMBERSHIP: Committee Chairperson (Past Branch Chair), Branch Chair, and up to three (3) members of the Branch Board
LOCATION: Branch	FREQUENCY: As required to support the appointment process.
REPORTS TO: Branch Board	STAFF SUPPORT: The Branch Executive Director / Manager assigns staff support.
PURPOSE OF THE COMMITTEE: Recruit Branch Board and Branch Committee leadership to ensure good governance of the local Branch.	
ESSENTIAL DUTIES: <ul style="list-style-type: none"> ▪ To recommend prospective skill-based board members and committee members for appointment consideration; ▪ To review the skills and knowledge that will enable Board members / candidates to carry out their functions; ▪ Instruct Board members in their roles. The two principle methods are an orientation program and a familiarization with the Branch/Service Centre/Community Services operations, including the contents of the Operating Regulations manual and other manuals in the series; ▪ Ensure that applicable appointment documentation is completed and submitted to Council for consideration. 	



GOVERNANCE: Branch Committee Descriptions

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TITLE: Branch Resources Committee	MEMBERSHIP: Committee Chairperson (Treasurer) and four (4) or more members - skills and knowledge related to Finance, Investments, and Assets.
LOCATION: Branch	FREQUENCY: Monthly
REPORTS TO: Branch Board	STAFF SUPPORT: The Branch Executive Director / Manager assigns staff support.
PURPOSE OF THE COMMITTEE: Responsible for the local oversight and implementation of Council’s resource policies and procedures within the Branch, including finances, investments, vehicles, equipment, and buildings.	
ESSENTIAL DUTIES: <ul style="list-style-type: none"> ▪ Overseeing the development of the Branch budget, both initial submission to the Council Board (through Provincial Office) and periodic updates, as required; ▪ Responsible for the oversight of the SJA buildings, properties and infrastructure; ▪ Accountable for overseeing the preparation of the Branch’s financial operations statements and balance sheets; ▪ Responsible for the vital link between community service and marketing to ensure that adequate funding and resources are available to support successful Community Services operations. 	



GOVERNANCE: Branch Board Members - Duties

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Branch Board Members (up to 12 volunteer members) are responsible to Council for the delivery of training and community services as detailed in the annual Branch Operation Plan and Budget, including:

- Ensuring the objectives and purposes of the Order are followed;
- Ensuring the objectives, policies and strategic plans of Council and its own Branch are put into action in an effective and efficient manner;
- Ensuring Operational Planning and budgeting process supports the development of approved programs;
- Reviewing all financial and operational reports;
- Overseeing honours and awards and related volunteer recognition;
- Overseeing community services delivery and support;
- Ensuring that a program of fundraising is included in the annual Branch Operation Plan and executed by designated fundraising volunteers with staff guidance and support;
- Achieving a sustainable leadership cadre at the Branch Board level, at the Branch management level and at the volunteer service level;
- Coordinating a Branch annual meeting
- Coordinating the appointment of Board Members;
- Appointing and overseeing local committees; and,
- Ensuring the provision of administrative support as required.



**GOVERNANCE: Branch Board Members – Remuneration & Expense
Reimbursement**

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Branch Board Members shall serve as such without remuneration, and no Board Member shall receive, directly or indirectly, any profit from his or her position as such. A Board Member may be paid reasonable out-of-pocket expenses incurred in the performance of his or her duties. To receive reimbursement the Board Member is required to submit a completed and signed expenses claim for approval of reimbursement – approved (signed) by the Board Chair, or other specifically designated individual. To receive reimbursement the Board Chair is required to submit a completed and signed expenses claim for approval of reimbursement – approved (signed) by the Treasurer. The expenses must be within the Council and Branch policy for such expenses.

Members of the Branch Board and their family members shall not enter into any business arrangement with the Branch in which they are interested directly or indirectly except on having declared their interest therein and having refrained from discussing and for voting thereon.



GOVERNANCE: Branch Board Members – Communications		
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Every Branch Board Member shall respect the confidentiality of matters brought before the Board.

The Branch Board Chair or designate shall serve as the designated spokesperson for all matters pertaining to Branch Board business. The Branch Board Chair or designate, after consultation with the Provincial Management Team, may make statements to the public about matters brought before the Branch Board.

All communications external to the Branch are required to be reviewed and approved by the Branch Board Chair, Branch Executive Director/Manager or designate if so authorized by the Branch Board Chair.



GOVERNANCE: Branch Board Appointment and Council Ratification

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- PRIOR TO FEBRUARY 1st** the Branch Board will appoint a Nominating/Membership Committee.

The Nominating/Membership Committee is primarily responsible to recruit, select, and recommend individuals for appointment as Branch Board Members. Their second role is to recommend to the Board the individuals for appointment as Officers on the Branch Board. As such, the Nominating Committee shall:

- Communicate the process by which any qualified individual may be nominated for appointment to the Branch Board;
- Receive nominations, properly submitted in accordance with the stipulated process;
- Confirm with all nominated individuals that if appointed they are willing to serve (such confirmation can be done electronically);
- Ensure that all nominees are members in ‘good standing’ of the organization and are eligible for appointment; and,
- The Nominating Committee may choose to conduct interviews of all candidates prior to making their recommendations for either appointment or to hold a leadership role on the Branch Board.

Note:

- Branch Chairs can only serve for three (3) consecutive years and must participate in a governance orientation process prior to being appointed as a Branch Board Chair. Council will make Governance Orientation available.
- Nominating/Membership Committee members may be candidates for appointment.

- PRIOR TO APRIL 1st** the Nominating/Membership Committee will submit to the Branch Board a list of recommended individuals for appointment for approval by the Branch Board. In addition, the Nominating/Membership Committee will advise the Branch Board of the Committee’s recommendations for the positions within the Board assuming the slate is appointed. These positions include the Chair, Vice-Chair, Secretary, and any such other appointments as required (e.g. Treasurer).

Branch Board Appointment

Membership of the Branch Boards will be staggered. Each member of the Branch Board will be appointed for a 2-year term.

Each year, one-half of the members of the Branch Board will come up for re-appointment (or replacement). Aside from term restrictions placed on how long a Board member can serve as Chair, there is no restriction on the length of time that a person may sit as a member of the Branch Board and a member of a Branch Board whose term expires in any given year may be re-appointed for another 2-year term. By way of example, if a Branch Board has 12 members, in 2016, the six (6) members who were appointed in 2015 for a 1-year term will come up for re-appointment (or replacement) for a 2-year term. Thereafter, each year six (6) members of the Branch Board will come up for re-appointment (or replacement).



GOVERNANCE: Branch Board Appointment and Council Ratification

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3. **PRIOR TO MAY 1st** the Nominating/Membership Committee shall:
- Advise any nominee that was selected for Branch Board appointment that they have been selected;
 - Advise any nominee who was deemed ineligible for appointment that their nomination has not been accepted and the reason for that non-acceptance.

Following Branch Board approval of the incoming appointments:

- The incoming Branch Board membership and positions are to be processed/recorded locally in the national database (including any applicable volunteer screening requirements); and,
 - A list of the Branch Board membership and position appointments is to be sent to the Chief Executive Officer at the Provincial Office for Council Board ratification.
4. **PRIOR TO JUNE 24th** Council shall inform Branches that their Board membership and positions for the coming year have been ratified.



GOVERNANCE: Branch Annual Meeting – Year in Review

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The purpose of a Branch Annual Meeting – Year in Review is to recognize the accomplishments of the Branch and its respective volunteers, instructors, employees, clients and community on an annual basis. It should be both informative and celebratory. Such an event can be held at any time throughout the year. Branches are encouraged to involve as many members and representatives of the Branch, local community, and Council as possible.

ANNUAL MEETING – YEAR IN REVIEW (SAMPLE AGENDA)

- Introduction and Welcome by the Branch Board Chair, including introduction of special guests, new Branch Board members, Council and community representatives
- In Memoriam (if applicable)
- Keynote Address (e.g. guest speaker)
- Board Chair update
- Committee updates, including financial update
- Updates and presentations from members
- Presentations from Council, community partners, clients
- Presentation of Honours, Awards and Special Recognition
- Socialization, meal, refreshments



GOVERNANCE: Branch Board Meeting

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Branch Board meetings, chaired by the Branch Board Chair should be held at defined regular intervals, e.g. monthly.

As a *Rules of Order* reference, the meeting should use the book, “Call to Order”, Second Edition by Herb Perry and Susan Perry as a guideline for the conduct of meetings.

Board members must receive an agenda with supporting documents and discussion papers in advance of the meeting. Preferably at least one (1) week prior to the meeting.

Decisions of the Board generally must be documented in Board minutes that are distributed with supporting documents, as necessary e.g. financial statements, within two (2) weeks of the Board meeting to:

- Branch Board Members
- Council, through the Human Resources at the Provincial Office. Note: The minutes and related documents that are sent to Human Resources must be forwarded whenever possible in digital/scanned format by email.

Quorum for Board meetings (for resolutions to be passed) is simple majority (50% plus one) of the Board members.



GOVERNANCE: Branch, Committee and Task Force Meetings

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All meetings including those of Boards, Committees, task forces, and employees should normally be conducted in accordance with the following guidelines.

An agenda must be prepared.

The agenda's purpose is to:

- Enable attendees to collect necessary information that may be required beforehand.
- Limit discussion to relevant matters.
- Establish a priority for agenda items.

The agenda list should:

- Cover subjects under headings with subjects in discussion order.
- The detail required under each subject depends on attendees' acquaintance with the subjects.
- Use broad headings if the meeting is to be small and attended by people well acquainted with the subjects.

The basic agenda includes:

- Approval of the agenda.
- Consent agenda items, including approval of the minutes of the past meeting.
- Business Arising from the Minutes.
- New Business.
- Motion to Adjourn.

Prior to the meeting:

- Issue a draft agenda to allow attendees to forward suggestions for additional subjects to be included in the final agenda.
- Distribute copies of the final agenda and other relevant documentation to those concerned. Whenever possible, meeting documentation should be distributed at least one (1) week in advance of the meeting.

At the meeting:

- Commence the meeting with request for approval of the agenda.
- Follow the agenda.
- Ensure that only one person speaks at a time.
- The Chair must ensure that a full motion is read prior to a vote.
- Establish / confirm date for the next meeting.



GOVERNANCE: Branch, Committee and Task Force Meetings		
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In most cases, minutes of the last meeting are approved at the next meeting.

Ensure that the recorder is skilled in taking minutes.

Decisions from the meetings should be documented in Board minutes that are distributed with financial statements, as necessary, within two (2) weeks of the Board meeting to:

- Branch Board Members
- Council through Human Resources at the Provincial Office. Note: The minutes and related documents that are being sent to Human Resources should be sent in digital/scanned format by email.



GOVERNANCE: Special Group Appointments		
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In some cases, it is advantageous for Council or local Branches to make additional appointments of groups of individuals to further the Mission of SJA within their jurisdiction. The initiating body is responsible for clearly defining the purpose, responsibilities, and process of reporting associated with the task.

Groups of individuals are appointed subject to the SJA's Screening Policy.



GOVERNANCE: Branch Special Appointments		
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In some cases, it is advantageous for a Branch to make special appointments of individuals. When a Branch is considering a special appointment it should consult with Council to ensure that there are no conflicts with the policies of the organization.

Honorary Patron and Vice-Patron

The function of a Patron or Vice-Patron is to provide advice and counsel when solicited by the Chair. A Patron or Vice-Patron will normally not be an active volunteer, instructor or employee with the Branch or Council.

Term of Appointment

The appointment by the Branch Board is for a three (3) year renewable term.

Privileges

Privileges include:

- A seat in the place of honour at any Branch function.
- Feeling unfettered in his/her relationship with the Chair.
- Being welcome to attend Branch annual meetings and functions.
- Being eligible for nomination to the Order of St. John in accordance with the current rules and regulations.

This person is not a member of the Branch Board due to his/her special appointment status.

Notice of the appointment of a Patron or Vice Patron is to be forwarded to the Chair of the Council Board as soon as the appointment is made.



GOVERNANCE: Branch Special Appointments		
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Honorary Branch Commissioner

The purpose of the Honorary Branch Commissioner is to:

- a) promote the SJA Branch brand awareness and profile within the community;
- b) foster relationships between the Branch and other community organizations; and
- c) build and develop strong and sustainable community support for SJA and the Branch.

This is a uniformed position that is ceremonial, honorary, and ambassadorial only. The position has no authority, governance, or operational roles or responsibilities. This individual is not a member of the Branch Board.

The Honorary Branch Commissioner may attend Branch Board or Committee meetings at the invitation of the Branch Board, and may be consulted by the Branch Board or a Branch Committee.

Term of Appointment

The appointment by the Branch Board is for a three (3) year renewable term.

Essential Duties

Under the direction of the Branch Board, the Honorary Branch Commissioner will:

- a) attend and, where appropriate, preside over community, Branch and Council functions as a uniformed representative of the Branch;
- b) assist the Branch by hosting functions; and,
- c) provide expert advice on matters where the appointee has specific skills or expertise.

It is recognized that there are occasions where it would be appropriate and beneficial for such a senior branch volunteer to attend in a uniform to represent the Branch or its affiliated Community Services. For the purpose of ranking identification on the uniform, rank designation will be crown-star, 2-bar peak cap, and 1-bar gorget patch. The appointee will normally be responsible for his or her own uniform and expenses.

Notice of the appointment of a Honorary Branch Commissioner is to be forwarded to the Chair of the Council Board as soon as the appointment is made.



GOVERNANCE: Branch Special Appointments		
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St. John Ambulance Chaplains

Clergy may be enrolled as members to provide spiritual and supportive assistance to SJA. They may be appointed to Branches/Community Services Units at all levels.

SJA Chaplains operate in accordance with the regulations and guidelines of St. John Ambulance, however some of their spiritual activities may require absolute confidentiality, without obligation to report to anyone in SJA.

SJA Chaplains must be ordained by a recognized religious body (meaning a religious body whose members may be licensed to solemnize marriages in the Province of Ontario), and should have at least five (5) years of experience in pastoral ministry.

They will be entitled to wear the SJA uniform, if applicable, and may wear a Chaplains Cross on the right breast of the tunic centered over the nametag.

For purposes of administration, Chaplain positions will be recognized by the following designators:

Unit Chaplain – two (2) star rank

Branch Chaplain – “Crown” rank (with single-bar gorget patch on lapels)

Provincial Chaplain – “Crown-Star” rank (with a 2-bar gorget patch on lapels)

This person is not, unless appointed as such, a voting Board member.

Roles and Responsibilities:

The primary roles and responsibilities of a SJA Chaplain may be divided into three (3) sections:

1. To be a "spiritual leader" when requested to:
 - a. provide moral, ethical, religious support to members and their families;
 - b. celebrate when possible, the religious activities in the lives of members and their families;
 - c. provide religious counselling; and,
 - d. participate in the funeral rites of past and present members and their families.

2. To be a "liaison" when requested to:
 - a. offer spiritual and supportive assistance to those served by SJA, and to those who assist SJA; and,
 - b. assist members, families and those we assist with referrals to other persons or agencies as applicable.



GOVERNANCE: Branch Special Appointments

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3. To provide "support" when requested to:
 - a. offer comfort to any member or their family who asks for assistance;
 - b. visiting and assisting the member or their family in time of need e.g. following a critical incident, emergency, death or other crisis; and,
 - c. provide supportive assistance at critical incident debriefings.



GOVERNANCE: Fellowship Chapter		
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Overview:

A Fellowship Chapter should be organized with a minimum amount of administration and formality. A Chapter is organized and run by members of the Chapter committed to the work of the Order of St. John. Fellowship members hold their own meetings.

The St. John Fellowship was formed in England on St. John Day in 1983, bringing together many small groups of former members who had been meeting for several years. The Fellowship was officially recognized on October 29, 1986 when the Grand Priory Council declared it as a Branch of the Order.

The St. John Fellowship in Ontario is designed to meet the needs of retired/former Community Services and Branch members in good standing when they left active service. New Fellowship members can join through the invitation of a Fellowship member. Aside from past membership in good standing, the only prerequisite is that members be committed to the work of St. John and show an interest in the organization. There are no age restrictions.

The Fellowship Chapters are attached to a Branch and work in close co-operation with, and are financially accountable to the Branch and report as appropriate to the Branch Board through the Branch Chair.

The Fellowship objectives are to:

- Enable people interested in SJA to keep in touch with the organization and with each other.
- Form local Chapters, which will arrange meeting, social events and other activities as desired by the members.
- Help former members in need, especially those who are housebound, in hospital, or in long-term care facilities.
- Support activities of the Order.

Activities may include attendance at Council events, social events, guest speakers/ambassadors, meeting with other Fellowship Chapters, visiting members in care, raising funds for a special purpose, within the fund development policies of the organization in consultation with the local Branch Board.



GOVERNANCE: Fellowship Chapter

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Fellowship Annual Meeting:

At least one (1) representative from each Fellowship Chapter will attend a Fellowship Annual Meeting. Branches are strongly encouraged to cover the travel costs of their respective Chapter representative attending. The Fellowship representative on the Standards Committee of Council, normally chairs the Fellowship Annual Meeting.

Agenda for the meeting will include approval of last meeting minutes, annual report for each Chapter, discussion, and social event.

Forming a New Fellowship Chapter:

A group of eligible members wishing to form a Chapter should first meet to discuss their interests and select a Chairperson to guide them through the process, which includes liaison with the local sponsoring Branch. Once the decision has been made to form a Fellowship Chapter notice of intent is sent by the group to the local sponsoring Branch Board for review and Branch Board approval. Once approved by the Branch Board, the intent is forwarded to the Fellowship representative on the Standards Committee of Council for review. The Council Standards Committee will then submit their recommendation to the Council Board for endorsement. Once endorsed, a charter request is sent to the National Office.

Fellowship Chapters are comprised of a Chairperson, Vice-Chair, Treasurer, and Secretary who work in co-operation with an identified Branch staff person, if required, to access meeting facilities and other support as required.

The Fellowship Chapter list and contact information can be obtained by contacting the Chapter's respective Branch Manager or the Provincial Office.



GOVERNANCE: Fellowship Chapter		
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TITLE: Branch Fellowship Chapter	MEMBERSHIP: Chapter Chairperson, Vice-Chair, and Secretary are from the Chapter membership. There is no limit to the number of members.
LOCATION: Branch	FREQUENCY: As set by the Chapter.
REPORTS TO: Branch Board through the Branch Chair	STAFF SUPPORT: Branch Executive Director / Manager assigns staff support as required.
PURPOSE: To meet the needs of retired Branch, Council, Community Services members invited to join by a Fellowship member.	
ESSENTIAL DUTIES:	
<ul style="list-style-type: none"> ▪ Enable people with an interest in St. John to keep in touch with the organizations and with each other; ▪ Arrange meetings, social events, act as guest speakers/ambassadors, and other activities as desired by local members; ▪ Support Branches as appropriate to help former members in need, especially those who are housebound, in hospital or in long-term care facilities; ▪ Support activities of the Order of St. John; ▪ Chapter members decide on the activities they wish to attend e.g. Council events, Branch events, training sessions, and meetings with other Fellowship Chapters; ▪ Fundraise for specific purposes with the approval and coordination of their local Branch. Chapters must adhere to the fund raising regulations of their local Branch and Council. 	



COMMUNITY SERVICES: Community Services in Ontario

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SJA is responsible for the delivery of volunteer-based service to communities throughout Ontario. Trained individuals who recognize and respond to community-based health and safety needs provide these services. The recognized core community services programs in Ontario include:

- Medical First Response Services
- Youth Services
- Therapy Dog Services

Variations, extensions, and additions of these core programs have been developed and approved based on Ontario's needs and currently include:

- Emergency Response (Disaster) Services
- Car Seat Safety
- Campus Response Teams
- Bike Patrols
- Paws 4 Stories Reading Program
- Ground Search and Rescue
- Home Caregiver Support Program

Establishing new or enhanced forms of community service must be done with the approval of the local Branch Board, the Council, and the National Office.

Any new or enhanced Community Services program used must be registered with Provincial Office in a business plan format.

- All new programs developed must be reviewed by a privacy officer at the Council level to ensure compliance with the SJA Privacy Policy.
- Before any new or enhanced Community Services program can be endorsed and implemented on a trial basis at the local level, it must be reviewed and recommended by the Standards Committee of Council and approved by the Council Board.
- It must also be presented to National Office in order to be assessed against the organization's national insurance coverage.



COMMUNITY SERVICES: Registration of a New or Enhanced Community Service

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Registration procedure for a new or enhanced Community Services program:

A solid business plan in the form of program standards must be submitted by the applicable Branch in writing to the Provincial Office, with the following supporting documents:

- needs assessment;
- program goals and objectives;
- target group;
- program content and standards;
- expected outcomes (benefits and risks);
- financial plan, including anticipated support;
- training and resources requirements;
- assessment criteria and evaluation process; and,
- letter of endorsement by the Branch board.

To discontinue an existing Community Services program, the applicable Branch must contact the Council for authorization and related procedures.

Complete policies and procedures for the establishment and delivery of St. John Ambulance Community Services are outlined in respective program and service delivery manuals e.g. Medical First Response Services Manual.



COMMUNITY SERVICES: Community Services Units		
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A Community Services Unit (CSU) refers to a group of Community Services members at the local level and within any service-related category (e.g. Medical First Response Unit).

While there is no specific minimum number of members or leaders required for the formation of a CSU, the Unit must consist of sufficient numbers to be able to safely and effectively provide community service, and provide or access appropriate volunteer and service-related training, administrative support, and service-related resources.

Within Adult CSUs, the span of control (the number of people or resources one supervisor can effectively manage) for any supervisor falls within a range of three (3) to seven (7) with optimal usually around five (5). If a supervisor has fewer than three (3) people, or more than seven (7) some adjustment to the unit organization should be considered. Maintaining an effective span of control is particularly important where safety and accountability have top priority.

Within CSUs with Youth, the span of control for supervisors should, where circumstances allow, fall within the following ranges:

- For CSUs with Juniors (age six through 10) – one (1) adult supervisor (leader) for every six (6) Juniors.
- For CSUs with Cadets (age 11 through 15) – one (1) adult supervisor (leader) for 12 Cadets.
- For CSUs with Crusaders (age 16 & 17) – one (1) adult supervisor (leader) for every 12 Crusaders.

Every CSU with Youth should, where circumstances allow, have a minimum of two (2) adult supervisors (leaders) present at a meeting or event, and, where circumstances allow, aim to ensure that both a male and female supervisor are present when the membership present is comprised of both genders.

The formation of a local CSU must be supported by a Branch and must be approved by Council. CSUs operate under the general supervision of a Branch that is responsible to Council for the conduct of all the affairs of St. John Ambulance within their geographic area of responsibility.

The Branch is responsible for providing the support and resources to enable the efficient and effective delivery of community service. This support is provided in accordance with an approved Branch operations planning process. Affiliated CSUs are responsible to the Branch. Units must provide appropriate information and assistance to enable the Branch to provide such support.

Within the composition of Council’s Standards Committee, there are a number of Community Services-oriented subject matter experts (senior volunteers), including the Provincial Commissioner who is the public-facing ambassador for Community Services. Under the direction of the Chair of the Standards Committee and the guidance of the Chief Executive Officer, these subject matter experts may be assigned to provide support and assistance to Community Service operations e.g. Medical First Response, Therapy Dog, Youth, etc. To access such support contact the Provincial Office.



COMMUNITY SERVICES: Community Services - Leadership Appointments, Removal and Wearing of Rank Markings

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Branch Boards have the authority to appoint Community Services Unit (CSU) Leaders (those in charge of a CSU) upon the recommendation of the Branch Community Services Committee as the last step in the selection process. When making the appointment, the Branch Board will also define a term for the appointment, not to exceed three (3) years. The Board may reappoint a CSU Leader to their existing role for a second three (3) year term, once, before another individual must fill the role for a minimum of one (1) year.

Branch Boards have the authority to remove any CSU Leader from their position at any time before the natural end of their term on a two-thirds (2/3) majority vote of the full Branch Board. Such a motion must be communicated to the Branch Board in advance of the meeting and the affected individual has the right to address the Branch Board prior to the vote. The Branch Board is entitled to discuss the situation in-camera prior to the taking of the vote. The Branch Board Chair shall inform the PMT for their awareness, in advance, if the Branch Board intends to proceed with such a motion.

Similarly Branch Boards have the authority to appoint or remove any Branch Community Services Staff Officer or Support Officer (being those individuals not in charge of a CSU but who are in charge of a Branch Community Services staff or support function e.g. Branch Operations Advisor or Branch Fleet Officer) and who also report directly to (are members of) the Community Services Committee.

Similar to the appointments of CSU Leaders, these appointments are for a maximum term of three (3) years and the individuals may be reappointed once, for an additional term of up to three (3) years before another individual must fill the role for at least a year. (Not all Branches pool their support functions at the Branch level but keep them in the various CSUs. The process in this paragraph only applies to Branches who have pooled the support functions across multiple CSUs where the individuals in charge of those functions would normally report into (sit as member of) the Community Services Committee.)

The Community Services Committee is to approve the appointment of any Team Leader (Non-Commissioned Officer) or any other Officer (other than Officers in Charge of a CSU or Branch Community Services Officers) upon the recommendation of the CSU Leader or Branch Officer.

The proposer must also specify a term for the appointment being recommended.

Similarly the Community Services Committee may remove the individual that they have appointed from a leadership role upon the recommendation of the CSU Leader or Branch Officer provided that the affected individual has the right to address the committee in advance of the vote and the members of the committee must be advised in advance of the intention to make such a motion. To remove an individual from a leadership role requires the approval of two-thirds (2/3) of the committee members. There is no limit to the number of Community Services Committee member reappointments.



COMMUNITY SERVICES: Community Services - Leadership Appointments, Removal and Wearing of Rank Markings

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In order to maintain reasonable parity between Branches the following guidance is provided to Branches on the rank markings to be worn by uniformed volunteers:

- Branch Community Services Staff Officers:
 - Branch Emergency Management Officer (a Branch Community Services Staff Officer) - 'crown' rank, one-bar peak cap, 1-bar gorget patch designation. There may be only one Branch Emergency Management Officer in a Branch.
 - Branch Medical Officer (a Branch Community Services Staff Officer) - 'crown' rank, one-bar peak cap, 1-bar gorget patch designation. There may be only one Branch Medical Officer in a Branch.
 - Branch Operations Officer (a Branch Community Services Staff Officer) - 'crown-star' 2-bar peak cap, 1-bar gorget patch rank designation. Branch Operations Officers may be appointed to provide senior advice to the Community Service Committee and to provide direct mentoring to CSU leadership. A Branch Operations Officer will normally be a former CSU Leader. There may be only one Branch Operations Officer in a Branch.
- Branch Support Officers (such as Fleet or Stores Officer) – two (2) star rank, no bars on peak cap, 1-bar gorget patch designation. These positions must be approved by the Branch Board as they report directly to (sit as members of) the Community Services Committee or to the Branch Operations Officer where one exists.
- Community Services Unit Leader (Officer in Charge of a CSU) – three (3) star rank, no bars on peak cap, no gorget patch designation.
- Other Community Services Unit Officers – two (2) star rank, no bars on peak cap, no gorget patch designation.
- Community Services Unit Team Leaders (Non Commissioned Officers) – Corporal (two chevron rank designation) or Sergeant (three chevron rank designation), with the expectation that each individual will normally have responsibility for three (3) to seven (7) other people. Sergeants will generally have additional administrative duties.

As noted above, Branch Community Services Staff Officers and Branch Community Services Support Officers are to wear a one-bar gorget patch on the lapels of their dress uniform to denote that they are Branch level Community Services Officers and are not associated with a particular CSU.

Upon completion of their term, an individual that was an Officer of any rank and reverts in rank, is entitled to wear the Reversion Cross on their uniform. Individuals may not continue to wear their old rank.

Upon retirement from a Community Services Leadership role, an individual in good standing may continue to wear the uniform/mess dress and rank marking with a prominent 'R' pin displayed at the base of each epaulette denoting that they have retired from this rank. Retirement includes moving to any non-uniform functions within the organization. Should they later accept a uniformed position with a different rank they must then wear their current, active rank. Upon the ending of that term, they may again wear the highest rank that they achieved along with the retirement 'R' pin.



**COMMUNITY SERVICES: Community Services - Leadership Appointments,
Removal and Wearing of Rank Markings**

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At the provincial level, the uniformed functional members of the Standards Committee are entitled to wear crown and two stars as rank designation and to display a two-bar gorget patch on their dress uniform denoting a provincial level position. They will wear 2-bars on their peak cap. Appointments or removals at this level must be approved by the Council Board, as are all appointments to the Standards Committee.

The wearing of a particular rank marking does not imply authority over other individuals of lesser rank not within the direct chain of command of the individuals involved.

Also refer to "Branch Special Appointments".



COMMUNITY SERVICES: Community Services - Leadership Positions (Titles)		
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In Ontario, the following are the recognized SJA Community Service positions (titles) within a Branch:

Branch Community Services Staff Officers

- Branch Operations Officer
- Branch Emergency Management Officer
- Branch Medical Officer

Branch Community Services Support Officers

- Branch Fleet Officer
- Branch Stores Officer

Community Services Unit Leaders and CSU Officers:

- Medical First Response Unit Chief and Deputy Chiefs
- Therapy Dog Unit Coordinator and Assistant Coordinators
- Youth Unit Coordinator and Assistant Coordinators
- Search and Rescue Unit Chief and Deputy Chiefs
- Car Seat Safety Unit Coordinator and Assistant Coordinators
- Campus Response Team Chief and Deputy Chiefs

Community Services Unit Team Leaders (*non-commissioned officers*):

- Medical First Response Unit Sergeants and Corporals
- Therapy Dog Unit Team Leaders
- Youth Unit Cadet Leaders, Sergeants and Corporals
- Search and Rescue Unit Team Leaders
- Car Seat Safety Unit Team Leaders
- Campus Response Team Leaders

Also refer to “Branch Special Appointments”.

Establishing new or enhanced SJA Community Service positions (titles) within a Branch must be done through written proposal to the local Branch Board for endorsement, and subsequently to the Council Standards Committee for endorsement. The Council Standards Committee will then submit its recommendation to the Council Board for final review and approval.



COMMUNITY SERVICES: Community Services Support		
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Branches and Council have a responsibility to assist with the identification and acquisition of appropriate information, training, and resources to support the delivery of St. John Ambulance's volunteer-based health and safety related community services. To access such support Community Services Units should contact their local Community Services Committee Chair and Branch Executive Director/Manager.

The Branch Board is required to appoint a voting member of the Board to be the Community Services Committee Chair. The Community Services Committee Chair shall not be an active Community Services leader or member.



COMMUNITY SERVICES: Adult/Youth Interaction

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SJA has an excellent history and reputation with respect to youth engagement and while not anticipating inappropriate behaviour, it is prudent to develop a code of conduct to provide guidance on acceptable/proper behaviour between adults engaged in the SJA youth program and SJA youth participants that they develop and support. This duty is exercised through a respectful, caring, empathetic and approachable relationship with young people while maintaining reasonable risk management.

Outside of a family context (e.g. SJA adult member who is a parent of a SJA youth participant), the following guidelines should be applied at all times when adults that are engaged by SJA are interacting with youth:

- 'Two Supervisor Rule' – two (2) registered adult SJA supervisors, or one adult SJA supervisor and one SJA authorized parent, or another SJA authorized adult are required at all times with youth. Where circumstances allow, SJA should aim to ensure that both a male and female adult supervisor/authorized adult is present when the youth participants are comprised of both genders.
- One-on-One meetings between SJA adults and SJA youth participants are prohibited. In a situation where a personal conference is required, the meeting is to be conducted with the knowledge and in view of other SJA authorized adults and/or youth.
- Separate accommodations for SJA adults and SJA youth participants are required, e.g. accommodations at youth camps.
- There is acceptable and unacceptable touching – a handshake or touch of the shoulder is acceptable; touching applicable to and during a first aid skills demonstration/training may be appropriate; a hug is not appropriate. A SJA youth participant may only be touched on the hand, arm, single shoulder or head. The adult supervisor should consider comforting a SJA youth participant by extending their arm around the participant's shoulder and giving a 'side-ways hug'. Touching that offends or causes any unease is not acceptable.
- Respect the physical privacy of youth, particularly in settings such as SJA camps where youth may be changing clothes, etc.
- Inappropriate use of cameras, imaging and digital devices is prohibited in any area where there is a reasonable expectation of privacy. All images must be submitted to the branch for storage as a unit archive. It is recommended to have one or two SJA members designated to take pictures at a special event to limit the number of cameras.
- No bullying or other forms of harassment of any kind are permitted.
- Youth age supervisors are to be monitored by adult SJA supervisors to provide guidance, safety and support.
- Discipline and dispute resolution must be constructive and reflective of the situation, not the individual. Corporal punishment, yelling, threats, and isolation are under no circumstances permitted.
- No sexual behaviour of any kind is permitted with a youth participant; this includes jokes and language of a sexual nature, intimate touching, display or reference to pornography, and physical, emotional or sexual exploitation.
- Use of technology or social media to engage youth in disrespectful and/or exploitive behaviour is not tolerated.



COMMUNITY SERVICES: Adult/Youth Interaction

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- As it relates to online and social media, the essence of the 'Two Supervisor Rule' should be applied, which means there should be no private messages and no one-on-one direct contact through email, Facebook messages, Twitter direct messaging, chats, instant messaging (Google Messenger, etc.), or other similar messaging features provided through social media sites and smart phones. All communication between adults and SJA youth participants should take place in a public forum (e.g. the Facebook wall), or at a bare minimum, electronic communication between adults and SJA youth participants should always include one or more SJA authorized adults openly "copied" (included) on the message or message thread.

Refer to the National Youth Leaders Manual for general information related to adult/youth interaction.



OPERATIONS: Employee Accountability & Practices

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All employees at the Provincial Office are accountable through their supervisors to the Chief Executive Officer at the Council Provincial Office. The Chief Executive Officer is accountable to the Council Board.

Branch subordinate employees in a Branch are accountable through their supervisors to the Branch Executive Director/Manager. The Branch Executive Director/Manager is accountable to the Branch Board and to the Chief Executive Officer at the Council Provincial Office.

All Branch employees report through their respective supervisors to the Branch Executive Director/Manager.

Instructors within a Branch are independent contractors and deal directly with the Branch Executive Director/Manager or designated staff supervisor.

It is recognized that some Branches, due to their size or capabilities, may require administrative and/or operational support. Branches that require such support may, with Council assistance, review, and approval, enter into a written agreement with another Branch to provide such support. Such written agreements must clearly outline the reporting relationships between employees in Branches being supported and employees in Branches providing such support.

All Branch employee hires (recruitment, screening, selection, orientation) and terminations must be conducted in collaboration and with the assistance of the Human Resources Department of the Provincial Office. In addition, all Branch Executive Director/Manager hires, performance reviews, and terminations must be conducted in collaboration and with the approval of the Chief Executive Officer of the St. John Council for Ontario.

All employee practices must comply with the policies and procedures defined in the Council for Ontario Human Resources Policies and Procedures.



OPERATIONS: Operation Plan and Budget		
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Annually Branches are required to develop their respective Operation Plan and Budget. The expectation is that plans will outline a framework for the development and enhancement of commercial, charitable and community service activities. This framework should tie back to the defined goals and strategies of the respective Branch and where applicable, Council.

Annually the Provincial Office is accountable for distribution of the Operation Plan template and Budget guidelines, which reflect a national budget format, and include any directives unique to the Ontario operation. The Operation Plan and Budget Guidelines package is distributed in the summer of the previous year with defined submission deadline dates.

Branches must ensure appropriate stakeholder input in the development of the Branch Operation Plans and Budgets. Branch Operation Plans and Budgets are submitted to Provincial Office.

The purpose of the Operation Plan and supporting Budget, which includes the financial operation and balance sheet template, is to ensure that strategic initiatives are well planned with clearly defined accountabilities, timelines, outcomes and related revenues and expenses.

Branches must plan/budget for quarterly/annual profitability, and plan for major capital expenditures such as new facilities, equipment, or other major community services initiatives. In order to pay for these items, Branches must, over time, build up cash reserves. Although SJA is classed as a charity/not-for-profit organization, it is not only acceptable, but also desirable to generate a surplus in the Operations Statement provided the cash generated by the surplus is used to build up cash reserves to implement future defined goals. The amount of surplus that should be included in the annual plan will depend on the future defined goals of the Branch and the status of current cash reserves to meet those goals.

It is expected that the Branches will use these documents as a management tool during the year to monitor their achievements or identify the need to adjust strategies to reflect unexpected changes.

The Provincial Office management will receive and review the Branch Operation Plans and will identify any anomalies in addition to sharing the plans with the Provincial Management Team. The Provincial Management Team has responsibility to accept the Branch Operation Plans.

The Provincial Office senior staff in consultation with the Provincial Management Team will submit recommendations to the Council Board through the Resources Committee to approve the submitted budgets.



OPERATIONS: Computer Hardware & Software

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Council is financially and legally responsible for the actions of Branches, Service Centres, and Community Services Units.

Annually the Provincial Office Information Technology Department will confirm the computer hardware status, software status, and ownership with each Branch, including confirmation of access codes for computer hardware and software.

All software for use in on-site computers shall be licensed with the disks, etc. retained on site.

Only Council approved hardware and software should be used on Branch systems.

SJA's Harassment and Discrimination policies must be respected at all times. If inappropriate material is identified on the system, the user must report this immediately to his/ her supervisor.

Branches are required to contact the Information Technology Department prior to any configuration changes to, or purchases of hardware and software.

All email users are reminded of the need to comply with the Privacy Policy, Harassment and Discrimination Policies and the commitment to confidentiality.

All volunteers, instructors, and employees are entitled to SJA Email and Intranet Access. To gain access, visit www.sja.ca. If you require additional support, please contact the Provincial Office Information Technology Manager.



OPERATIONS: National Customer Relations Management System

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In 2015, a new national customer relations management (CRM) data base system for student registration, first aid product sales, and volunteer management was launched for implementation within all Councils' operations in order to improve customer relations management, commercial, charitable, and community services growth.

In Ontario, all Branches are accountable for integrating this system into the local operations. Employees are trained as users based upon the number of CRM licenses required.

The Branch Executive Director/Manager is accountable for the local management of this software program, which includes employee training, portal access, monitoring of data entry accuracy and timeliness, report generation as required, and monthly payment of license fee to Provincial Office to be included with overall fee to be paid monthly by Council to the national office.

Council and National Office will also have employees identified as users responsible for maintaining and supporting the database related to Provincial Office functions.

Software license related maintenance costs are the responsibility of each Branch.

Council and Branches are required to have computer hardware specs in accordance with the CRM specifications.

For additional information on the CRM, please contact the Provincial Office Information Technology Department.



OPERATIONS: National Accounting System

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A national accounting system, Microsoft Great Plains (MGP) for financial management was implemented within all Councils' operations to improve and provide consistent financial reporting based upon consolidation of Branch financial information.

The objective was to implement a more cost effective and efficient system for the reporting of financial statements at the national, provincial and Branch level using the consistent reporting format.

The Branch Executive Director/ Manager is accountable for the local management of this software, which includes training, monitoring the accuracy of entries, timelines, and report generation as appropriate for Branch Board review and as support to Council and national report requirements.

Branch employees and/or bookkeepers or a combination of both are identified as users responsible for maintaining the information related to the Branch and/or Council function.

Software license related maintenance fees are the responsibility of the Branch.

Council and Branches are required to have computer hardware and print materials (e.g. cheque templates) in accordance with SJA's and MGP's specifications.

For additional information on the National Accounting System, please contact the Provincial Office Finance Department.



OPERATIONS: Social Media Guidelines

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Social Media Guidelines

SJA Ontario recognizes the importance of participating in social media to keep up with the ever-changing communications needs of the public and its members (volunteers, instructors, employees, youth participants). As such, Council is committed to ensuring that SJA Ontario participates in online social media in an appropriate manner. These online Social Media Principles have been developed to help empower Branches and their respective volunteers, instructors and employees (members) to participate in this new generation of marketing and communications, as representatives and ambassadors of SJA.

The vision of the Council to achieve sustainable growth online and offline is guided by certain shared values that we live by as an organization and as individuals:

- **Respect** : To treat everyone with the same level of dignity and respect we want for ourselves;
- **Leadership** : To set a positive example for the communities we serve; both online and off;
- **Accountability** : Taking responsibility for information we as an organization or individual communicate online;
- **Quality** : Ensuring all our undertakings are done properly and well maintained

These shared values should be demonstrated by our members in the online social media space, and help guide participation in this area, both when participating personally, as well as when acting on behalf of SJA.

The same rules that apply to SJA’s messaging and communications in traditional media still apply in the online social media space. Simply because the development and implementation of an online social media program can be fast, easy, and inexpensive does not mean that different rules apply.

Council encourages all of its members to explore and engage in social media communities at a level at which they feel comfortable. Have fun, but be smart. The best advice is to approach online – communications by using sound judgment and common sense, by adhering to SJA’s values, and by following all other applicable guidelines.

Council Commitments

Council adheres strongly to its core values in the online social media community, and we expect the same commitment from all our members. Any deviation from these commitments may be subject to disciplinary review or other appropriate action. Serious matters may also be referred to external agencies like law enforcement.



OPERATIONS: Social Media Guidelines

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Five Core Values of SJA in the Online Social Media Community

1. **Transparency** in every social media engagement. Council does not condone manipulating the social media flow by creating "fake" destinations and posts designed to mislead followers and control a conversation. Every Web site, "fan page", or other online destination that is ultimately controlled by SJA must make that fact known to users and must be authorized according to applicable internal protocols in order to track and monitor online presence. Council also requires bloggers and social media influencers to disclose themselves as a member of SJA to their readers.
2. **Protection** of patient, client and consumer privacy. This means that SJA should be conscientious regarding any Personally Identifiable Information (PII) that SJA collects, including how SJA collects, stores, uses, or shares that PII, all of which should be done pursuant to applicable Privacy Policies/Guidelines, laws, and IT Guidelines.
3. **Respect** of copyrights, trademarks, rights of publicity, and other third-party rights in the online social media space, including user-generated content (UGC). If the member has questions about the use of the SJA logo or brand, contact the Council Provincial Office for assistance.
4. **Responsibility** in SJA's use of technology. SJA will not knowingly use or align the organization with any organizations or Web sites that deploy the use of excessive tracking software, adware, malware or spyware.
5. **Utilization** of best practices, listening to the online community, and compliance with applicable regulations to ensure that these Online Social Media Principles remain current and reflect the most up-to-date and appropriate standards of behavior.

Members' Online Social Media Activities

Council respects the rights of its Branches and members to use blogs and other social media tools not only as a form of self-expression, but also as a means to promote their involvement in SJA. Branches and members need to understand that there are implications to engaging in forms of social media and online conversations that reference SJA or the member's relationship with SJA and the SJA brand. In addition, Branches/members need to recognize when SJA might be held responsible for their behavior.

SJA's Expectations for Members' Personal Behavior in Online Social Media

There is a big difference in speaking "on behalf of the organization" and speaking "about" the organization. This set of five principles refers to those personal or unofficial online activities where you might refer to SJA.

1. **Remember, "Respect in"**. All members of SJA should conduct themselves in a manner befitting the work environment. Members should use a respectful and professional tone when engaging in social media activities.



OPERATIONS: Social Media Guidelines

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2. **Members are responsible for their actions.** Anything members post that can potentially tarnish SJA's image will ultimately be the member's responsibility. SJA encourages members to participate in the online social media space, but urge members to do so properly, exercising sound judgment, and common sense.
3. **Be a "scout" for compliments and criticism.** Even if members are not an official online spokesperson for their Branch or unit, they are one of SJA's most vital assets for monitoring the social media landscape. If members come across positive or negative remarks about SJA online that they believe are material, they should be forwarded to their local Branch or Council.
4. **Let the subject matter experts respond to negative posts.** Members may come across negative or disparaging posts about SJA, or see third parties trying to spark negative conversations. Members should avoid the temptation to react. Members should pass the post(s) along to their local Branch or Council.
5. **Be conscious when mixing organizational and personal lives.** Online, members' personal and organizational personas are likely to intersect. SJA respects the free speech rights of all of its members, but members must remember that clients, colleagues, and supervisors often have access to the online content they post. Keep this in mind when publishing information online that can be seen by more than friends and family, and know that information originally intended just for friends and family can be forwarded on. Remember, NEVER to disclose non-public information of SJA's (including confidential information), and be aware that taking public positions online that are counter to the interests of SJA might cause conflict.

Individual members should not be using the SJA name or brand without permission. If Branches are considering setting up a social media account using the SJA name or brand, please contact the Council Provincial Office for guidance.

Additional information with respect to Social Media Guidelines, including related guidelines specific to **Youth Leaders and Youth Participants** is available through the Provincial Office.



OPERATIONS: Banking-Financial Institution

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The Bank of Montreal is the financial institution to be used by Council, Branches and their affiliated Service Centres.

Council's arrangement with the Bank of Montreal established various banking options with respective costs and benefits based upon the number of transactions. Annually, or as changes take place, a communiqué will be sent to Branches. To acquire an exemption from this arrangement, application must be made in writing by the Branch Chair, Manager, and Treasurer to the Treasurer for the Council.

All bank accounts must be registered in the legal name of the organization, "St. John Council for Ontario".

All bank cheques require two signatures. To ensure financial stability should a local Branch encounter management challenges, senior staff with signing authority at the Provincial Office must be added to the list of Branch employees and Branch Board volunteers who are authorized to sign cheques. Primary signing authority with respect to day-to-day Branch operations remains at the local level. The Provincial Office is to be notified of all changes to local Branch signing authorities at the time of the change.

For details and further information related to banking or to the Council agreement with the Bank of Montreal, please contact the Provincial Office Finance Department.



OPERATIONS: Monthly Financial Reporting

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All Branches shall maintain an accounting system that provides monthly operating statements and related balance sheets. Branches are required to use Microsoft Great Plains (MGP) that ensures timely and accurate financial records for respective Branches.

Branches are required to distribute operating statements and balance sheets to Branch Board members on a quarterly basis (as a minimum expectation). Branches are required to submit to Provincial Office, written explanation related to any variance that shows a greater than 10% increase or decrease from the approved budget on a quarterly basis, and a written explanation for all bottom-line losses on a quarterly basis.

Quarterly, Provincial Office consolidates the operations statements and balance sheets out of MGP for review with the Chief Executive Officer. At year-end, these reports are to be used for audit purposes.

The quarterly reports are also used to assess Branch performance.



OPERATIONS: Year-end Reporting		
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Volunteer statistical reports for the previous calendar year are required to be submitted annually to the Provincial Office (generally by February 15 or as required). These reports track volunteer membership, hours, and event coverage at a minimum.

With the integration of Microsoft Great Plains as the accounting software support, the ongoing objective is to continue to use this program to produce one consolidated annual consolidated audit statement for the St. John Council for Ontario – the legal entity.

The consolidated audit will then be available for funding agencies that require audited financial statements as a term of their funding.

Annually in the fall, the Provincial Office Finance Department will distribute any year-end audit directions.



OPERATIONS: Harmonized Sales Tax (HST)		
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The HST became effective in Ontario on July 1, 2010 and combines in a single tax the Provincial Sales Tax and the federal Goods & Services Tax.

The HST rate of 13% is composed of a provincial portion of 8% and a federal portion of 5%.

Training courses continue to be exempt from the HST but the vast majority of other products and services will now be subject to the HST.

One exception to the 13% HST rate is books for which the HST rate is 5% as the Ontario Government has exempted books from their portion of the HST.

The HST is administered by the federal government and the rules that previously applied to the GST will now apply to the HST.

Each of the Ontario Branches registered for GST uses the same St. John Council for Ontario business number 10802 2237 followed by an RT number which is unique to each branch. If you were registered for GST, your GST number becomes your HST number. You do not have to re-register for HST. All Branches should be filing their HST returns quarterly.

There is a small supplier exemption in which you do not have to charge the HST. To qualify as a small supplier, a Branch must meet either of the following tests.

- Less than \$250,000 gross revenue test: or
- Less than \$50,000 taxable supplies test.

Gross revenue is generally the total of training and product revenue, donations, grants, gifts, investment income and most other forms of income. Taxable supplies are the revenue of a Branch that would be subject to HST.

While a number of Branches would qualify as a small supplier under these tests, we encourage all Branches to register for HST for two reasons. Firstly, the CRM system is set up so that the HST will automatically be added to invoices. If you are not a registrant, you will have to manually delete the tax on each CRM invoice. Secondly, if you are charging the HST you only have to remit 60% of the tax collected and you can retain the remaining 40% as income.

The HST paid on purchases is subject to two rebates for charities – one related to the federal portion of the HST and one related to the provincial portion. The rebate of 50% of the GST will continue but will only apply to the federal portion (5%) of the HST. A second rebate of 82% will only apply to the provincial portion (8%) of the HST. Therefore, it is necessary in your accounting records to separate the taxes receivable into the HST receivable – federal portion and HST receivable – provincial portion. These rebates apply only to HST registrant Branches. Branches that have claimed the small supplier status are not eligible to claim these rebates.



OPERATIONS: Revenue Sharing		
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Revenue Sharing, commonly referred to as Ontario Council assessment, is a budget line item.

Revenue sharing is:

- A monthly cost calculated as a percentage of actual gross training and product sales revenue.
- Invoiced monthly by the Provincial Office to each Branch based on their actual gross training and product sales revenues.

Branches are required to pay the monthly Revenue Sharing invoice no later than 30 days following the end of the assessment period.

Annually, as part of the Council budget that incorporates the national service fee, the Council Board approves the revenue sharing percentage.

Council is required to submit the national service fee payment to National Office, monthly.



OPERATIONS: Fund Development – Authority		
		OPS 12
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Council and Branches are permitted to conduct fund development programs within their jurisdiction. There must be consultation with the affected Branches and Council prior to any fund development initiative being implemented so that no overlap occurs.

If the funding program is local, conducted by the Branch, the revenues remain with that Branch.

Branches should include any fund development plans in their annual Operation Plan and Budget submission. In situations where any of the plans include appeals that have national or provincial scope the Branch should submit a notice of intent by email to the Chief Executive Officer to determine if the proposed initiative is appropriate for development and inclusion in the Branch Operation Plan. As appropriate, the Chief Executive Officer will be required to consult with National and other Councils. Council will then so advise the Branch. This will avoid duplication of activities. These fundraising activities could include for example:

- Corporate Appeals
- Corporate Sponsorship/Endorsement/Branding
- Foundation Appeals
- Prospecting (List Acquisition)

Approval of the annual Branch Operation Plan and Budget by Council will serve as approval of any fund development plans, included in the planning documents.

Fund development plans not included in the annual Operation plan and Budget, and all contracts/agreements related to fund development must be sent to the Chief Executive Officer for review and if applicable, determination as to who has final authority to sign related agreements.

All fund development collateral with SJA branding must have national trademark approval.

All fund development must comply with CRA legislation.



OPERATIONS: Fund Raising – Strategies

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The Council Board requires Branches to ensure that their respective fund raising strategies:

- Maximize returns by identifying the most effective fundraising process that will provide financial benefit to support training and community services.
- Minimize financial and human resources investment.
- Minimize financial risk to the organization.
- Provide an opportunity for Council and Branches to develop an effective communication link with donors and within SJA.
- Maintain a database that prevents alienation of donors by reducing the number of possible duplicate fundraising initiatives.
- Ensure compliance with tax receipting policies.
- Maintain a monitoring and evaluation program to ensure that funds are recorded as revenue and recorded as disbursement in support of Council, Branches or defined purposes.

All Branches are required to ensure that donors are recorded in the national database so that the profile of donors can be updated to reflect their current level of support to SJA and any other donor related information.



OPERATIONS: Bingo/Nevada Fund Management

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Fraud and theft can occur at the bingo hall, during the transfer of bingo proceeds and float funds and in the reporting of funds. Nevada is also considered as a program that is open to fraud and theft.

Today, more than ever, it is imperative that the Branches have in place an effective process to monitor the handling of bingo revenues, float, and expenses and Nevada monies.

Accountability for the bingo and Nevada funds rests with the Branch Board, and those authorized to sign the bingo and Nevada event reports to be submitted to the city licensing department. Controls such as counter signing of reports and deposits by non-SJA members should be part of the bingo control management program carried out by the Branch.

The Branch Board must ensure that staff and volunteer actions related to the bingo and Nevada operations comply with the Regular and Special Bingo License Terms and Conditions published by the Alcohol and Gaming Commission of Ontario – Gaming Registration & Lotteries legislation.



OPERATIONS: Insurance – Vehicle and Property		
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All Branches must purchase property insurance through the approved Vendor of Record (The Co-operators) on all owned assets or assets for which they are responsible to insure. This includes insurance of buildings, contents, technical equipment, equipment belonging to others for which they are responsible for (leased) or similar assets.

Such insurance must meet the minimum Branch insurance requirements as follows:

1. All Branches that have motor vehicles registered to their operations must purchase automobile insurance that includes meeting OAP 1 policy standards; \$2,000,000 Third Party Public Liability; Direct Compensation Property Damage; Medical Payments; Uninsured Motorist Protection. Any deductible or retention under the policy must be assumed by the local Branch. If physical damage is not purchased, then the risk of loss is considered assumed by the local Branch.
2. All Branches must purchase property insurance on all owned assets or assets for which they are responsible to insure. This includes insurance on buildings, contents, technical equipment, equipment belonging to others for which they are responsible for (leased), or similar. The insurance must meet a minimum of All Risks Property Insurance written on a replacement cost basis and include Sewer back up, water damage and Earthquake, Extra Expense as appropriate to the location, Plate Glass if applicable. Boiler and Machinery insurance should also be purchased; however, it can be done as an extension to the Property Insurance, or purchased on a stand-alone basis if required.
3. All Branches must purchase fiduciary crime insurance with purchasing limits between \$1,000,000 and \$5,000,000 and will require coverage, which includes Employee Dishonesty, Loss Inside/Outside Premises, Money Orders and Counterfeit Paper Currency, Depositors Forgery, Third Party Computer & Funds Transfer Fraud, Credit card Forgery.
4. All Branches (as applicable) must purchase Protection and Indemnity (watercraft liability) insurance on all owned watercraft or for watercraft they do not own, but operate (leased or chartered). The insurance must meet a minimum of \$1,000,000 per person capacity, Wreck removal, and Pollution liability.



OPERATIONS: St. John Lands, Buildings, and Facilities

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Since Council is financially and legally responsible for the actions of Branches, pre-authorization and review for property contracts is required. Land, buildings, and facilities are the property and obligation of St. John Council for Ontario - the incorporated body.

Council in recent years has been exploring standardized templates for Branch facilities that address modern classroom and community service needs, functional office and storage space, accessibility considerations and common brand recognition, just to name a few. The aim of such work is to provide consistent, coordinated, and cost-conscious options for Branches to consider when investigating new purchased or leased facilities, or building renovations.

Branches should plan their facilities with review and recommendations from Council (in addition to ad hoc legal review,) which will result in consistent and adequate facilities to meet the operational and regulatory needs of today's SJA clients. The goal moving forward would be to continue to expand the standard series of templates for purchased/leased facilities that Council would share and review with Branches considering facility changes.

With this in mind, before negotiating formal contracts (whether new or extended), particularly those related to buildings, facilities and lands, Branches must contact the Chief Executive Officer at least six (6) months prior to execution and signing, to present their plan.

At least six (6) months prior to execution and signing, Branches must submit, in writing, to the Chief Executive Officer:

- All proposed offers to lease or extend/renew lease, including any proposed donation of sites
- Copies of draft leases and lease extensions/renewals
- Offers to purchase or sell
- Agreements of purchase and sale
- Proposed construction or major alterations related to any type of premises used by the Branch, Service Centre or Community Services Unit

Included in the submission must be:

- Business case to support lease or extended/renewed lease or purchase proposal with financial statements for the last two (2) years and budget projections/funding plan for the following five (5) years. Included with the business case is rationale for the location being chosen and written evidence of local Branch board approval to lease, purchase, or sell (e.g. documented Branch Board motion)
- Survey
- Current site appraisal by qualified, independent (3rd party) appraiser - not a letter of opinion from a real estate agent or current owner.
- Legal description of the property
- Proposed agreement plans and specifications, including building size and configuration
- Confirmation that the proposal complies with all local by-laws and regulations
- Any related quotes in the case on construction, renovation, leasehold improvements
- Current environmental assessment on all proposed leases or purchases
- Current engineering assessment and affiliated repair costs on all proposed leases or purchases



OPERATIONS: St. John Lands, Buildings and Facilities

		OPS 16
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The Chief Executive Officer and Provincial Office staff will work with Branches to assess facility needs and develop strategies for building and land acquisition and development.

All costs including legal, surveys, real estate costs, incurred are those of the Branch. The Branch is accountable for annual insurance coverage and costs.

No Branch representative shall sign an offer, lease/extended lease, or purchase agreement on behalf of Council (the Corporation) without a Council Board resolution being passed which approves/delegates such signing authority. All offers, leases, extended/renewed leases, or purchase agreements must be in the name of the, "St. John Council for Ontario".

Final drafts of all offers, leases, extended/renewed leases, and purchase agreements must be forwarded to the Provincial Office for review prior to signing. Final signed copy of all offers, leases, extended/renewed leases, and purchase agreements must be filed at the Provincial Office along with details of registration as applicable.

Any person representing the Branch, Service Centre, or Community Services Unit, volunteer, instructor or employee, who contravenes this requirement, will be held personally accountable for their actions.



OPERATIONS: Rental, Sub-Lease or Lease of St. John Ambulance Premises		
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From time to time, SJA Branches may be approached to rent/ sub-lease or lease (Rent) a part of their premises for use outside of the normal business activities performed at the Branch. Council acknowledges that this is a way to build goodwill within a community and encourages this outreach given that the risk to SJA from both a financial and personal liability perspective is minimized.

Renting the Premises must adhere to the principles that have been set to ensure that the risk to SJA is minimized. The Rental/ Sub-Lease/ Lease shall have, at minimum, the following points:

1. The Organization renting the facility must be a Not-For-Profit company to protect the property tax exemption.
2. In relation to the Rental/Sub-Lease/Lease, if alcohol is served on the premises:
 - a. Alcohol must be served by a person with a valid Smart Serve certificate
 - b. SJA’s employees/instructors/volunteers must not serve alcohol to ensure the responsibility and liability stays with the Organization renting the facility.
3. The Organization must obtain liability insurance from their insurance company in the amount of \$2 million, naming SJA as “additional insured, inclusive of bodily injury and property damage per occurrence”. Proof of same must be submitted to SJA prior to the event.

Please contact the Finance Department at the Council Provincial Office for a copy of the Rental Agreement form.

The list above is not meant to address all risks in renting out the Premises. In certain circumstances, given the type of rental, other conditions may be added to the Rental Agreement to ensure that SJA assets are safeguarded. It is up to the SJA Branch to use their discretion and add them if required.

The Provincial Office may on a case-by-case basis, consider deviations from some of these procedures based on an assessment of need, duration, and risk. Please contact the Director of Operations at the Provincial Office for additional details and conditions.



OPERATIONS: Sponsorship/Endorsement/Branding		
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The purpose of a Sponsorship/Endorsement/Branding policy is to:

- Ensure that the organization has written criteria for positive development of alliances with corporations for the purpose of raising funds for the organization;
- Ensure that the alliance will create a non-controversial and/ or positive image of the organization; and,
- Ensure that there are proper resources and action plans to support an alliance.

A corporate sponsorship is a contracted partnership between the organization and a corporation, designed to benefit both parties. The partnership is, most frequently, marketing oriented and is built around a specific program or service of the organization.

Corporate sponsorship includes the endorsement of a company or a product by SJA or a company sponsoring SJA programs or the raising of funds to donate to the organization.

SJA will seek sponsorship from organizations practicing good business ethics and will only consider companies whose activities, products, or services are deemed compatible with the mission and culture of SJA.

Corporations that endanger, or are perceived to endanger public morals, the environment or health, or corporations that are not practicing fairness in their dealings internally or externally, will be excluded from any alliance with SJA with respect to sponsorship.

National Office, in consultation with the Chief Executive Officer will approve the sponsorship/endorsement.

Branches submitting a written proposal outlining sponsorship intent to the Chief Executive Officer for review should include the following information:

- Nature and product(s)/services of the company;
- Information on the company's history and ownership;
- Reason for the company interest in the organization;
- The program/event related to the alliance;
- Principals of the company including any outside advertising or communication agency working for the company;
- Proposed level of sponsorship and expected length of the alliance; and
- Company expectations of performance of the organization.



OPERATIONS: Sponsorship/Endorsement/Branding		
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Points to consider are:

- The willingness of the company to enter into a multi-year agreement and test market alliance;
- Financial commitment;
- Type of promotion;
- Responsibilities of the organization to the company and reciprocal arrangements to be included in the contract;
- SJA commitment;
- Persons with final approval authority;
- Termination conditions; and
- Revenue Sharing formula (with company and with SJA national, provincial, and Branches).

The terms and conditions of a corporate sponsorship alliance shall be embodied in a written agreement between parties.

All contracts related to Sponsorship/Endorsement/Branding must be sent to the Chief Executive Officer for review to determine who has final authority to sign the agreement.

Any volunteer, instructor, or employee who contravenes this requirement will be held personally accountable for their actions.



OPERATIONS: Credit Facilities

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Since Council is financially and legally responsible for the actions of Branches, pre-authorization for all Branch financial borrowing, loans and credit is required.

Branches must plan financial borrowing strategies in consultation with, and with the approval of, Council. Before negotiating formal credit agreements, please contact the Chief Executive Officer at Council to present their plan. A Branch must first explore the potential of obtaining a loan from Council under the “Branch Loans and Investments with Council” policies and procedures.

Included in their presentation should be, as applicable:

- The name and address of the financial institution and contact information;
- The terms of the agreement including interest rate and repayment terms;
- Any restrictive covenants such as restrictions on borrowing based on the margining of Accounts Receivables and Inventory;
- An explanation of the circumstances requiring the Branch to seek third party financing; and
- A statement explaining how and when the loan will be repaid supported by a detailed financial plan that includes cash flow.

A final signed copy of all credit agreements must be filed with the Provincial Office.

Any person representing the Branch, Service Centre, or Community Services Unit, volunteer, instructor or employee, who contravenes this requirement, will be held personally accountable for their actions.



OPERATIONS: Branch Loans and Investments with Council

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Introduction

These policies and procedures were developed to make it easier for Branches to 1) arrange for a loan from Council at a commercially reasonable rate or 2) invest surplus cash at a commercially reasonable rate with Council for the good of the organization. All loans granted to Branches or funds invested with Council shall be made in accordance with these policies and procedures.

How a Branch can apply for a Loan.

Any Branch who is, as described below, eligible for a loan may make a request to the Chief Executive Officer who in turn will ensure its review for forwarding to the Resources Committee for consideration.

The Chief Executive Officer in consultation with representatives of the Resources Committee will recommend to the Council Board, the action to be taken regarding a Branch loan within 30 days. If the Council Board approves a loan request, the Chief Executive Officer will present the Branch with a note detailing the arrangement, which must be signed by the Branch Chair on behalf of and with the support the Branch Board and by the Branch Manager. If the application is denied, the Chief Executive Officer will advise the Branch of the reason.

Basis for Loan Approval.

Any Branch who has not met the payment criteria on a previous loan or current account in accordance with its terms will not be eligible for a new loan. In addition, a loan request made during the time a decision concerning the Branch structure is pending shall be delayed until after such decision is final.



OPERATIONS: Branch Loans and Investments with Council		
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Limitations on the types and amount of Branch Loans.

1. The purpose of the loan is to be identified in the initial request. Loans for ongoing operations will generally not be considered. Loans for capital improvements and building renovations for owned premises will be considered.
2. A loan may not exceed an amount equal to 50% of the Branch's balance in its accounts receivable, inventory less accounts payable plus net long-term assets at the time of the advance of the loan.
3. No loan will be granted if any principal or interest payment, or both, is in default on a prior loan.
4. The repayment period shall be for a fixed term of no more than three (3) years.
5. The amount of the loan, plus interest, may be amortized over the repayment period recognizing that with a floating interest rate there will be an adjustment required on the final payment. This means that the amount of each payment may be level throughout the repayment period with each payment including both principal and interest, or, the payments can be fixed in advance, or, the Branch may prepay all or any part of the loan prior to the date it is due.

New Facility Loans

A Branch may request a loan to purchase a new facility. If approved, such loan would be for a maximum of 70% of the market value of the facility and would be repaid over a maximum period of 15 years.

Branch Demand Loans for the Purchase of Land and or Buildings

In order to assist Branches to renew and or expand their facilities through the purchase of land and or buildings, which will be in the name of Council, Council has arranged a credit facility with the Bank of Montreal. A Branch may access this credit by making a request to Council. If approved, such loan would be for a maximum of 70% of the market value of the facility and would be repaid over a maximum period of 15 years. The demand loan would be arranged with the Branch's local BMO Branch.

How a Branch can invest through the Council Provincial Office

In the event that a Branch would like to invest a cash surplus through Council Provincial Office, arrangements can be made with a Branch under similar limitations above with the exception that there is no limitation to the amount of the investment and the repayment term will be at the discretion of the Branch. The funds will be secured with Council's independent investment manager in the same form as Council's own fixed income investments.

The Council Provincial Office will provide the Branch with monthly statements of the investment balance and accumulated interest. A Branch does not have to lock in for a specific period i.e. six (6) months or a year. Funds can be returned to the Branch with short notice (3-4 days, although longer notice preferred) with no penalty.



OPERATIONS: Branch Loans and Investments with Council

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Interest Rate

Interest will be charged on each loan to a Branch at the Council line of credit rate, which is the Bank of Montreal prime rate plus $\frac{1}{4}\%$.

Funds invested through the Council Provincial Office will be deposited into the fixed income component of the Council investment portfolio. Interest will be paid on funds invested through the Council Provincial Office at the average rate earned by the total fixed income portfolio each month.

The Resources Committee has initially determined that the average interest rate on its total fixed income account portion of its long term investments with the Bank of Montreal determined monthly is a commercially reasonable rate. The Resources Committee retains the right to re-examine this decision at any time.

Restrictions on Borrowing

All loans under the Plan will be margined by at least 50% of the Branch's balance in its accounts receivable, inventory less accounts payable plus net long-term assets.

Default Procedures

Any failure to make timely payment of principal and interest per the agreement, if such failure remains uncorrected on the last day of the following month the Branch will be notified and given a maximum of three months from when the failure occurred to bring the agreement up to date otherwise it shall be considered an event of default.

Consequences of Default

If the default is a failure to make timely payment, the Provincial Office's Accounting Office shall give notice to the Branch borrower to correct the default within the following three months. If the Branch borrower fails to make timely payment, then the Provincial Office's Accounting Office shall inform the Resources Committee who will determine the recommended action to correct and collect.



OPERATIONS: Tax Receipting Guidelines

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The issue of an official donation receipt is a critical component to maintaining the St. John Ambulance charitable status with CRA. *Gifts and Income Tax pamphlet* can be obtained from CRA. Tax Receipting Guidelines can be accessed on the SJA intranet site. Information is available on the CRA website.

Council and its affiliated Branches are authorized to use the SJA charitable registration number for income tax purposes using only the income tax receipts that comply with CRA tax receipt specifications. The national database software program (Unity) is customized to accommodate the processing of receipted donations and non-receipted donations. Charitable tax receipts are produced through the CRM for distribution to the donor, with copy retained for annual filing purposes.

The National Tax Receipting Guidelines state that “according to CRA regulations, a gift becomes a charitable donation if it meets three qualifying characteristics:”

- a) It must be voluntary. The gift must be made voluntarily. Therefore, the practice of cheque swapping for services rendered is truly only a donation if the gift is made completely voluntarily.
- b) It must be property. Consequently, gifts of service (for example, donations/fees for MFR service delivery) are NOT eligible for charitable income tax receipts.
- c) The transfer is made without expectation of return. The gift must not accrue any benefit to the donor or anyone designated by the donor.

Thus, a donor may not direct a gift to a specified person or family member. However, a gift designated to a particular program or project is acceptable, provided the donor and anyone dealing at arm’s length with the donor does not benefit from the gift. Ownership of all donations rests with the Council, whether for general or specific purposes. Council may elect to accept or decline a donation. The decision on the use of the gift within the program must rest with the charity.

Publicly Traded Securities

A gift of publicly traded securities is the transfer of ownership of stocks or bonds to St. John Council. When a donor has shares that have increased in value, 50% of the capital gains are taxable. However, if these shares are donated to a charity, the gain is tax- exempt. This is a specialized transaction and Branches are asked to contact Provincial Office to discuss specifics before any undertakings take place.



OPERATIONS: Tax Receipting Guidelines

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Gifts of Property

Where the donation is a gift of property, other than cash, the fair market value of the property at the time the gift was made, as well as the date of the gift, a description of the property, and the name and address of the appraiser (if any) of the property is required.

There are certain situations when Branches have obtained goods or services at less than fair market value. As every transaction is unique, Branches are to contact the Provincial Office Accounting Department to discuss specific transactions before any transactions take place. As part of this process there is a need to determine such things as “what is the fair market value”? If this is a major transaction, there is a need for a formal appraisal report from a qualified AAIC appraiser to support this purchase. Additional supporting documentation could include, in the case of a land or building transactions, such information as a municipality tax assessment, previous sales of similar properties in the area, what are other tenants in the property paying per square foot, and what is the lease rate for similar properties in the area.

Council will provide to the donor, on closing of the transaction, a receipt for income tax purposes in an amount equal to the difference between the fair market value of the property as set out in the appraisal, and/or any purchase/lease price determined. Title on these transactions will be in the name of St. John Council for Ontario.

Gifts through Bequests

When individuals want to make a gift to Council, but are concerned that a cash gift now will leave them short of future income, a bequest is often the best option for contributing while maintaining future financial security. Their estate will receive a donation receipt and the resulting tax savings will increase the amount available for other beneficiaries. It is hoped that the donor will tell SJA when they have named St. John Council for Ontario in their will. Regulations require that the date the gift was received must be recorded on the income tax receipt. However, for the purpose of the valuation, gifts made through a will are deemed to have been made immediately before the donor died. Although the receipt should reflect the date the gift was received, the value of the receipt should be for the value of the gift at the date of the donor’s death.

Designated Donations

Council may refuse the whole or part of a proffered donation and for appraisal purposes will accept as a donation only those items, which are of use to Council. Although Council is grateful for all donations offered, it will not accept designated donations when it does not have currently, or foresee having in the near future, the resources or capability to complete the undertaking with such determination to be made through Board agreement.

Confidentiality

Donor names, together with donation amounts, are kept on a privileged and confidential basis, and are protected from disclosure unless the donor gives permission, or there is a legal requirement for disclosure.



OPERATIONS: Tax Receipting Guidelines

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Gifts Made in Memory or in Honour

Gifts may be made in memory or in honour of a friend or relative, or in recognition of a special occasion or achievement. A special acknowledgment letter/card will be sent notifying the family or individual of the gift.

Letters of acknowledgement on behalf of the Branch Chair/Chair of Council, as appropriate, should be sent with the tax receipt to the donor in a timely manner.

Tax receipts should be sent out as the donation is received. If this is not possible, a letter of acknowledgement indicating when the receipts will be prepared and distributed should be sent immediately.



OPERATIONS: Fee for Service / Cost Recovery		
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National Operating Policies and Procedures – Community Services (NOPP-CS) identifies that SJA has an obligation to recover the costs associated with the delivery of community services in order to remain competitive and ensure its future capacity. It is the policy of SJA to recover the delivery costs, where appropriate, for the services provided.

This Operating Regulation provides additional clarification to the NOPP-CS and provides a context within which the concept of Fee for Service as opposed to Cost Recovery can be implemented.

The concept of Cost Recovery recognized that SJA Branches have a real cost to deliver Community Services within their geographic areas. By soliciting donations to help defray those costs, we are able, as an organization, to offer more services while remaining financially viable.

Under Cost Recovery, donations are used to offset the costs of the services provided. As Branches within Council have better understood their cost structures with the implementation of new accounting systems, it is considered appropriate to consider the fully loaded costs (direct, indirect and apportioned amounts representing the total expense) of Community Services provided not just the direct costs when establishing a suggested donation level.

Essentially, there are three (3) kinds of events, For-Profit Revenue Generating, Not-for-Profit Revenue Generating, and Not-for-Profit Non-revenue Generating. The first two event types are good candidates for a cost recovery associated donation as their intent is to create revenue. If the organization we are supporting is creating revenue with the event then it is appropriate under most circumstances for SJA to have their costs covered. In the instance of Not-for-Profit Revenue Generating events, it may be considered sufficient to have just the direct costs versus the fully loaded costs as the recommended donation level.

Branch Boards have the knowledge to set recommended donation levels for services being provided. In certain situations, they can choose to increase or decrease the amount recommended to adjust to the situation and the organization that they are serving. It is must be understood that SJA is performing these services without expectation or guarantee of a donation or other recompense. The suggested donation amount is just that – a suggestion. It is very reasonable to solicit a donation but we cannot force an organization to honour its promise of a donation. To do so would be an indication that we are not a charitable organization and that the money was not a donation for tax treatment. Any true donation to a Branch must be freely given and there must be no expectation that the amount promised has to be honoured. If these conditions are met then a charitable receipt can be given.

The local Branch Board has and retains the authority to determine which events the Branch serves. Usually the Board delegates this responsibility to the Community Services Committee or to a Volunteer Services Coordinator. The Board however should provide guidance and oversight and make the final determination as to whether or not SJA will participate in any public function.



OPERATIONS: Fee for Service / Cost Recovery		
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SJA is a community focused charitable organization and as such should not be determining who receives its services based solely on who can pay.

Boards should be determining who receives service based on the needs of the community. Branches should be striving to make the greatest impact in the community that they serve. All other factors being equal it may make good business sense to provide service to the organization that is prepared to donate to SJA over the organization that does not contribute. However, Boards must guard against the risk that all service requests are judged based solely on the financial component. Financial impact cannot be the only criteria for selecting which events to serve.

Fee for Service differs from Cost Recovery in that it usually involves a quote for service, followed after the event by an invoice for the services performed. Often there may be a contract or other written agreement for the services provided and the fee to be paid. When this occurs, the provided service is no longer a Community Service function, but a Fee for Service event. Branches may provide Fee for Service events but must recognize that these events have different rules. Specifically, money from a Fee for Service event cannot be receipted as a donation to the receiving organization. It is revenue to the organization of the same category as other product or training revenue because Fee for Service is a business. This revenue is to be included in the calculation of the service fees to Council. Fee for Service revenue does not count towards the target of 20% of total revenue being generated by donations as identified in the strategic plan.

If a Branch wishes to perform Fee for Service contracts then the Branch must also recognize that these events are not considered Community Service events for the purposes of tracking the value we provide to the community as a charitable organization, and that other Community Service events must also be provided in order to maintain our reputation and image as a charitable, community based organization. Branches may not perform only Fee for Service contracts.

If a SJA volunteer participates at a Fee for Service event their time may be tracked as volunteer effort provided they have not been recompensed other than for meal expenses or travel. If a fee has been provided to a volunteer for any part of the event, either as an inducement to attend or for any other reason, then none of the time spent at the event counts towards the accumulation of volunteer time. Accepting any payment, except for reimbursement of direct, attributable costs, places the volunteer into the category of independent contractor, similar in status to that of an instructor.

The practice of providing a fee to only some of the volunteers staffing an event is discouraged as the practice would be viewed as discriminatory in that unequal treatment is being provided. Should volunteers wish to have their time accumulated towards their volunteer service and wish to refuse the honorarium they may do so and the time spent at the event would qualify as voluntary effort. The practice of providing fees, including to whom and the amounts, must be open and transparent to all involved, or potentially involved, with the event within SJA.



OPERATIONS: Fee for Service / Cost Recovery		
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The Branch Board has the responsibility to monitor and provide oversight of this process within the Branch though it may delegate the performance of this function to a volunteer or to a staff member.

In summary, Branches, and their governing Boards, must maintain the charitable status of SJA in the community by continuing to perform community service. Recovering costs or in fact making a profit from those able to pay for our services is completely acceptable and ensures that as an organization we have the financial capacity to continue to serve our communities. Choosing which events are served is a local decision and should be based on how best to serve the community and have the greatest impact.



ANNEX A: Branch Best Practices Assessment Worksheet

January 2016		

Branch Best Practices Assessment Worksheet

To assist Branches to proactively monitor and assess their operations to ensure compliance with critical practices and strive to implement best practices, Council developed the following “Branch Best Practices Assessment” tool for use by Branches.

The “Branch Best Practices Assessment” tool is in two-parts:

Part 1 is a “Critical Compliance Requirement” Assessment that identifies the critical policy and regulatory requirements that each Branch must comply with. By March 31st of each year, all Branches must review and confirm in writing as to being compliant with the critical practices listed in Part 1 of the Assessment. **Only Part 1 Critical Compliance Requirement Assessment must be completed and signed by both the Branch Chair and the Branch Executive Director/Manager and forwarded to the Director of Operations at the Provincial Office no later than March 31 of each year.**

Branches are required to comply with all Critical Compliance Requirements in Part 1 and should strive toward achieving as many Branch Success Factors as both reasonable and achievable in Part 2.

Branches are also encouraged to use the complete tool to assist with Volunteer, Instructor and Employee orientation and development as applicable.

For additional information on Branch Operations Assessment and Review, refer to GOV 18.

Branch Best Practices Assessment - Critical Compliance Requirements

Part 1

(these requirements are regulatory in nature and absolute compliance is required)

Respect in the Workplace Policy & Prevention of Workplace Violence & Harassment

Yes No N/A

Measure

Branch complies with the Respect & Violence Policies as outlined in the Council Operating Regulations			
All Branch volunteers, instructors, employees are educated on SJA's current Respect in the Workplace and Violence Policies			

Accessibility for Ontarians with Disabilities Act (AODA) requirements

Yes No N/A

Measure

Branch complies with the accessibility standards for customer service as outlined in the Council Operating Regulations			
All Branch volunteers, instructors, employees are educated on SJA's current Accessibility Standards, including training on the relationship between the AODA and the Ontario Human Rights Code			

Privacy Policy - Protection of Personal Information

Yes No N/A

Measure

Branch advises individuals as to why personal information is being collected, retained and disclosed, and obtains consent for same			
Branch only collects personal information for the purpose(s) identified to the individual for whom the information is being collected			
Branch has identified the tools it uses to collect information e.g. CRM, registration forms, email requests, web forms, fax forms, resumes, etc.			
Branch has trained its employees, volunteers and instructors on SJA's Privacy Policies and has signed Privacy Policy compliance records from each member			
Branch maintains a Privacy Policy Compliance and Record retention schedule			
Branch protects all records against loss, theft and safeguarded from unauthorized access in accordance with the record retention schedule			
Branch ensures Credit Card / Debit Card #'s are shredded at the end of each day and not kept electronically or as a paper copy			

Financial Controls & Federal/Provincial Government Filings

Yes No N/A

Measure

Branch is compliant (up to date) on Health Tax filing and payments			
Branch is compliant (up to date) on quarterly HST filing			
Branch is compliant (up to date) on annual T4 summary filing			
Branch is compliant (up to date) on Income Tax, CPP and UIC remittances			
Branch has trained its employees on government/regulatory requirements, and regularly reviews with them same			
The bank reconciliation is completed every month and all other balance sheet items are reconciled at least quarterly			

I hereby attest that the information above is true, complete, and accurate to the best of my knowledge and belief.

Signature: _____
Branch Chair

Branch Executive Director/Manager

Date: _____

Branch Best Practices Assessment - Governance

(Critical Success Factors highlighted in yellow)

Measure	Yes	No	N/A
Board members, including Chair are screened, nominated, appointed by the Branch & ratified by Council in compliance with Council's guidelines			
Board membership is skill-based, diverse (variety of professions, backgrounds, genders, races, abilities), regularly reviewed, and rotated			
Board has requisite number of minimum members required by Council (minimum six)			
Board has requisite committees as required by Council (Nominations/Membership, Community Services, Honours & Awards)			
Policies, reference material & manuals are accessible to all Board Members, including a copy of "Call to Order"			
Board Chair has been ratified by Council			
Board Chair has taken the Council Board Orientation			
Board member has submitted Volunteer Application Form and PRC, as required			
All Board members have reviewed the most recent version of the Council orientation presentation			
Board has measures to limit potential conflicts of interest and complies with applicable volunteer/employee conflict of interest policies			
Board Chair has not been in place for more than 3 years			
Branch Board has a defined organizational (reporting relationship) structure			
Branch Board members positions/roles clearly defined			
Board members are provided with orientation and ongoing development			
Board members understand how to read and interpret financial statements			
Board members are interviewed and screened by at least two (2) other members before voted in			
Board member is, or is becoming SJA first aid certified			
Board uses a variety of strategies to recruit new members such as networking, web site posting, advertising in local publications			
Board members who attend or contribute to fund raising and special events			
Board members represent SJA at community functions/speaking engagements			
Board members have regular attendance			
Board members serve as Committee Chairs (as applicable)			
Committees organize regular meetings outside of Board meetings			
Chair consults with Board on senior employee performance			
Chair consults with staff management on goal development, review and evaluation			
Member with Human Resources professional designation			
Member with professional Accounting designation e.g. CA, CMA, CPA			
Member who holds a municipal political office			
Member who holds a leadership position with a local emergency service			
Member who is a lawyer			
Members who are employed as Directors or above			
Member who is a fund raising professional			
Member who is a sales/marketing professional			
Member with connections to local service clubs			
Community Services Chair position is occupied by a member with thorough understanding of Community Services Delivery/Unit needs			
Honours & Awards Chair is an experienced former SJA volunteer			
Member who is an education professional			
Member who is a healthcare professional e.g. physician, nurse			

Branch Best Practices Assessment - Governance (cont.)

Part 2 - A

Yes No N/A

Measure

Member who is a technology professional			
Members who source donations from their place of employment or have personal contacts for donations			
Member with other professional certifications relevant to SJA			

Branch Best Practices Assessment - Human Resources

(Critical Success Factors highlighted in yellow)

General

Yes No N/A

Measure

All volunteers, instructors, employees are provided access to first aid and CPR training			
Branch has measures to limit potential conflicts of interest and complies with applicable volunteer/employee conflict of interest policies			
Polices, reference material & manuals are made available & accessible to all internal stakeholders - NOPPs, ORs, H & A, etc.			
In-take processes include screening (position descriptions, applications, interviews, PRCs as applicable)			
Volunteers, Instructors and Employees know where to find copies of the above policies if needed			
Optimum customer service practices are consistently applied to external customers and to employees, instructors and volunteers			
Branch assesses and monitors volunteer, instructor and employee relationships			
Branch maintains personnel records on all Branch volunteers, instructors and employees			

Employees

Yes No N/A

Measure

All employees are recruited, screened, oriented with the assistance of the Human Resources (H.R.) Dept. of Ontario Council			
Employees terminations are performed with the assistance of the H.R. Dept. of Ontario Council			
Employees have clearly defined job descriptions which are reviewed yearly			
Employees have updated measurable goals each year			
Employees goals are reviewed in a meeting with the ED/Branch Manager at least twice per year			
Employees have been trained in the SJA privacy policy			
All regulatory policies are reviewed with Employees at least once per year e.g. AODA, Violence, Privacy, etc.			
Employees goals are related to the overall operation plan goals			
Employees engage in professional development seminars/courses each year			
Employees have current SJA first aid/CPR/defibrillation certifications			
Employees meetings are held at least once per month			
Relevant posted policies are in visible locations in the Branch office (e.g. AODA, Respect)			
Employees have been effectively cross trained and/or redundancies are in place so that all critical functions continue in employees' absences			
Employees respect and comply with Council/Branch Dress Code policies			
Employees have a signed letter of hire in their HR files			
Employees HR records are kept in secured file storage			
Employees participate in exit interviews when leaving the organization			
Employees have been trained to service clients and promote SJA products and services			
Branch has an optimum CRM user capacity with redundancy (if required)			
Branch has an optimum Microsoft Great Plains user capacity with redundancy (if required)			
Branch uses Coop Students to address short-term or project HR needs			
Branch uses Ontario Works to address short-term or project HR needs			
Branch uses Job Creation Partnership (Ministry of Training, Colleges & Universities) to address short-term or project HR resource needs			
Branch uses Service Canada funding for summer students to human resource address short-term or project HR needs			
Branch uses other free assistance programs in the community to address short-term or project human resources needs			

Branch Best Practices Assessment - Human Resources (cont.)

(Critical Success Factors highlighted in yellow)

Instructors (employee or contract)

Yes No N/A

Measure

Branch Executive Director/Manager pays employed instructor(s) as per Employee guidelines			
Branch Executive Director/Manager pays contracted Instructors according to the Contractor guidelines			
Branch has a plan to ensure Instructors teach to SJA standards			
Instructors have a copy of the Branch Instructor Policy Guide			
Branch has a current Council-approved, signed agreement from each Instructor			
Courses are fairly distributed among Instructors based on their availability, skills and interests			
Instructors appear professional			
Instructors are encouraged to promote the sale of SJA first aid products while teaching			
Branch supports an Instructor Committee/Program Committee			
Instructors participate in regular professional development initiatives aside from SJA recertifications			
Instructor base has multiple language course delivery capability			
Instructors are recruited using a variety of methods to ensure quality and diversity			

Volunteers (Service)

Yes No N/A

Measure

In-take process ensures all volunteers are educated on all SJA products and services			
Volunteers participate in exit interviews when leaving			
Volunteer leadership positions have a succession plan in place			
All service volunteers have completed Police Record Check(s), including vulnerable sector check(s) as required & annual Attestations on file			
Officer/Coordinator positions have apprentices to assist and be part of succession plan			
Leaders participate in in-house leadership development, including Council-sponsored			
Unit Chief/Coordinator distributes workload among multiple Officer/Coordinator positions			
Leadership positions are rotated every three years			
Branch holds a regular Volunteer Opportunity Information Session			
Branch supports a volunteer reward system for the performance of direct service to the community i.e. public duty			
Branch uses a variety of methods to recruit new volunteers			
Branch follows up on volunteer interest indicated on course evaluation sheets			

Branch Best Practices Assessment - Planning

Part 2 - C

(Critical Success Factors highlighted in yellow)

Strategic Planning

Yes No N/A

Measure

Branch undertakes annual SWOT (strengths, weaknesses, opportunities, threats) analysis that includes an assessment of health & safety trends			
Branch develops long-term goals and strategies that are in line with Council's goals			
Branch planning involves all key stakeholders i.e. Board, Employees, CS, Training			

Operational Planning

Yes No N/A

Measure

Branch undertakes annual Best Practices Assessment involving all key branch stakeholders			
Branch has current Operation Plan (with measurable tactics) that is aligned with the budget and used/reported on quarterly, including variances			
Branch undertakes a review of the previous year's Operation Plan to assess achievements and gaps			
Branch completes and submits its Operation Plan to Council within the timelines set			
Branch completes and submits its Annual Statistical Report to Council for its Board and each Service Centre and Community Services Unit			

Branch Best Practices Assessment - Finance & Administration

(see also "Fund Raising")

(Critical Success Factors highlighted in yellow)

Measure	Yes	No	N/A
Resources Committee in consultation with management participates in budget development and recommendations			
Budget supports and is aligned with Board approved Branch Operation Plan			
Resources Committee & management presents budget to the Branch Board of Directors			
Budget is approved by the Board and submitted to Ontario Council by the deadline			
Branch Executive Director/Manager tracks finances to budget & prior year quarterly & reports to Resources Cmte & Board variances < 10%			
Each Community Service Unit (CSU) has their own Board approved budget			
Each Community Services Unit is provided quarterly with a P & L showing the actuals vs budget vs last year			
Expenses outside of budget and/or spending limits are approved by the Board before purchases are made			
Branch has a skilled bookkeeper (in-house, contract or shared service)			
Branch annual audits (or engagement reviews/special procedures as applicable) are completed within the timelines set by Council			
Branch complies with Council banking institution policy i.e. BMO			
Branch complies with Council credit facility policies and procedures			
Alliance Closed Class Report is run every month to review for outstanding items and any classes remaining active or pending are closed? Ensure that any cancelled classes have zero students and zero training revenue			
Alliance Active Class & the Alliance Awaiting Reallocation reports are generated once a quarter & the Deferred Revenue (B/S) & Training Revenue (P&L) G.L. accounts are set up properly.			
The bank reconciliation is completed every month and all other balance sheet items are reconciled at least quarterly			
The A/R and A/P Historical Aged Trial Balance report (subledger) are reviewed monthly and agreed to the G.L. control account			
All cheques are signed by a minimum of two signing authorities, and Council representatives are additional authorized signing authorities			
All Branch computer hardware & software is approved and registered with Council, including filing of passcodes			
Financial statements are provided to Board members a week in advance (3 days min.) of each meeting, including all board documents and consent agenda			
Branch Executive Director/Manager reviews aged accounts receivables monthly			
Finances are managed with aim of achieving surpluses at the end of each quarter (annually as a minimum)			
Financial reporting is completed on a timely basis			
Branch has excess funds invested for future use and has clearly defined the purpose of such reserves			
Branch has dedicated operational reserve funds for business continuity during times of emergency			
Branch has dedicated vehicle replacement fund			
Branch has dedicated building (facility) fund			
Board has developed their own Key Performance Indicators to measure overall Branch performance (Commercial, Charitable, Community Service)			
Branch uses financial statements and other metrics to measure commercial profitability			
Course related financial administration involves more than one employee from start to finish			
Revenue from all sources is reconciled daily			
Board minutes are shared in a timely and regular manner with all board members and Council for Ontario			
Charitable receipting complies with CRA and SJA guidelines			
All issued charitable receipts have appropriate back up documentation			
Charitable receipts are generated from the CRM using Council's Charity Number			
Donors receive charitable receipts in compliance with CRA date deadlines			

Branch Best Practices Assessment - Finance & Administration (cont.)

(see also "Fund Raising")

(Critical Success Factors highlighted in yellow)

Measure	Yes	No	N/A
All computer systems, hardware, software and user access meets Council's system requirements, including security requirements			
Records management complies with Council's Privacy, Storage & Retention policies			
Credit Card / Debit Card #'s are shredded at the end of each day and not kept electronically or as a paper copy			
Closing balances for the prior year have been agreed to the branch's published financial statements (if applicable)			
The prior year has been closed in Great Plains			
Prior year interfund transfers balance have been moved to Net Assets Opening Surplus			
Current year Budget has been loaded into Great Plains			
All Alliance invoices are processed & integrated into Great Plains on a timely and efficient basis			
The Alliance Daily Receipts Report are generated on a daily basis			
The Alliance Daily Receipts Report is agreed to the physical bank deposit slip, POS tapes for credit & debit card transactions, & A/R Alliance invoices			
The Alliance Daily Receipts Report reconciled to the Great Plains Sales Batch Edit List & are all transactions are posted to Great Plains			
Inventory is physically counted once a quarter and Inventory and Cost of Sales G.L. Accounts are adjusted			

Branch Best Practices Assessment - Location/Facilities

(Critical Success Factors highlighted in yellow)

Measure	Yes	No	N/A
Branch complies with Council Lands, Buildings and Facilities policies and procedures			
Branch and respective Training Locations are in safe, accessible neighbourhoods			
Exterior lighting for location(s) is adequate to ensure safety of clients, employees, instructors and volunteers at night			
Location(s) is assessable for persons with disabilities (includes washroom facilities)			
Location(s) is near public transportation routes			
Location(s) has on-site or close-by amenities for coffee-breaks, lunch			
Location(s) is easy to find			
Location(s) has professional exterior signage for community visibility (shift to preferred channel block signage lettering)			
Location(s) is free of external hazards			
Location(s) is free of internal hazards			
Location(s)n has a well kept external appearance (includes landscaping)			
Location(s) has a well kept internal appearance			
Location(s) has a serviceable lunch room for employees and clients			
Location(s) has an alarm system			
Location(s) has security surveillance cameras			
Location(s) has high-speed internet connection in all areas with required/desired computer data links			
Interior/Exterior paint is fresh and in good condition			
Location(s) has sufficient parking			
Parking lot is well marked and in a good state of repair			
Training rooms have a clean, professional appearance, including wall protection for tables & chairs			
Training rooms have optimum lighting with a spacious feel e.g. windows or high ceilings			
Training rooms have adequately sized, clean and comfortable space for practical activities			
Training rooms are equipped with comfortable tables and chairs designed for training.			
Training rooms are equipped with modern audio-visual equipment			
Training rooms have adequate ventilation			
Training rooms have adequate electrical and data accessibility			
Location(s) has well functioning climate controls			
Location(s) is free of pest activity			
Location(s) has an adequate number of clean and appealing washrooms			
Washrooms are regularly monitored and consistently well stocked with supplies			
Washrooms are sufficiently large enough to service maximum student population on any given day			
Clients are not inconvenienced by restrictive controls that affect access e.g. doors locked by landlord on weekends, evenings			
Manikin disinfection areas are separate from food areas and have adequate storage and ventilation			
Location(s) has adequate storage to meet all program and service needs, including vehicle storage needs			
Location(s) has dependable service for winter clearing of snow and ice			
Location(s) has adequate insurance as per Ontario Council guidelines			
Offices have a professional workstation for each employee (or volunteer if applicable)			
Offices have an ergonomic layout for staff			
Offices have a suitable workflow layout			
Location(s) has adequate office space for volunteer services			
A workplace first aid kit is mounted in a visible area to clients and is kept well-stocked.			
Employee first aid certifications are current and posted with the workplace first aid kit			

Branch Best Practices Assessment - Location/Facilities (cont.)

Part 2 - E

Yes No N/A

Measure

An AED is mounted in a visible area to clients and is checked regularly

Fire extinguishers are mounted at each exit and serviced yearly

Smoke alarms are mounted and checked twice a year

Exit signs at each exit area are equipped with emergency lighting and are functioning properly

(Critical Success Factors highlighted in yellow)

Selling-Marketing Training

Measure	Yes	No	N/A
Branch has a Board approved promotional budget			
Branch fosters a Sales "Culture" reflected in the creation and implementation of a current Sales & Marketing Plan with measurable goals			
Branch employees, instructors and volunteers (as applicable) learn and promote features and benefits of SJA courses			
Branch shares all draft responses to RFPs/RFTs with the Provincial Office for review and support consideration			
Branch has dedicated sales person or sales team (in-house, contracted or shared service)			
Branch produces an electronic course calendar			
Branch has the capability to produce a hard copy course calendar (if required)			
Branch attaches promotions to email signatures			
Branch promotes "next step" options on course completion e.g. increased training or volunteer opportunities			
Branch has an on-line marketing strategy for course promotion			
Branch has a strategy to market on-line course offerings			
Renewal notices are sent to clients three months in advance of renewal date			
Renewal notices are followed up by phone call to ensure receipt			
Branch uses (with permission) client testimonials to promote courses			
Branch uses company references to solicit new business			
Branch has an educational institution promotional campaign			
Branch uses mobile sign promotional opportunities			
Branch promotes a Gold Client/Preferred Client package to high volume clients			
Branch promotes features and benefits of working with SJA at all levels of client sale			
Branch has a strategy to deal with client reasons for not wanting to follow through with a sale i.e. countering pricing issues, timing, competition offerings			
Branch uses local Board of Trade promotional opportunities			

Selling-Marketing Products

Measure	Yes	No	N/A
First Aid Products are on display in an area where client registrations occur			
First Aid Products are promoted in the classroom			
First Aid Products are part of the "upsell" process during course registrations			
Branch employees, instructors and volunteers (as applicable) learn and promote features and benefits of SJA products			
Branch shares all draft responses to RFPs/RFTs with the Provincial Office for review and support consideration			
Enough product inventory is carried to support most on-site order requests			
Branch employees know processes to handle large or custom order requests			
Branch employees have an AED sell-sheet document for corporate clients			
Branch has a employees/instructor/volunteer incentive program for product sales			
Branch can support product sale requests at all times courses are running i.e. evenings & weekends when employees are not in			
Branch offers course & product combination specials			

(Critical Success Factors highlighted in yellow)

Marketing-Promoting Volunteer Opportunities and Services

Yes No N/A

Measure

Branch has a Board approved promotional budget for volunteer opportunities and services			
Branch creates and implements a Sales & Marketing Plan for volunteers and services with measurable goals			
Branch employees, instructors and volunteers (as applicable) learn and promote features and benefits of volunteering and providing volunteer services			
Volunteer opportunities and services are promoted in the classroom			
Volunteer opportunities and services are marketed in the community, in particular at events volunteers attend			
Branch promotes volunteer opportunities and services with local government, agencies and businesses			

Raising Public Awareness

Yes No N/A

Measure

Organizes local events to promote St. John Day/Week, National Volunteer Week, etc.			
Regularly participates in local community events with the aim of raising the profile of SJA in the community			
Press Releases are issued monthly to all local media			
Public Service Ads are used regularly to promote volunteers/events/courses			
Outbound telemarketing program solicits renewal business			
Outbound telemarketing program solicits stagnant business			
Outbound telemarketing program solicits new business			
Branch engages in digital media promotions in local sports venues, medical centres and clinics, etc.			
Branch engages in radio promotion e.g. PSA's, ads.			
Branch engages in TV promotion e.g. PSA's, ads.			
Branch advertises in local print media e.g. PSA's, ads.			
Branch promotes through social media			
Branch promotes using off-site signage opportunities			
Branch donates courses/kits to local charity silent auction fund raisers			
Testimonials are collected for promotional use on Community Services and courses			
Branch produces electronic newsletter with first aid tips, testimonials and specials			

Marketing Metrics

Yes No N/A

Measure

Branch uses metrics to measure commercial customer satisfaction			
Branch uses metrics to measure charitable client service satisfaction			
Branch uses metrics to measure volunteer satisfaction			
Branch uses metrics to measure repeat customer activity			
Branch uses metrics to measure new client development			
Branch uses metrics to measure product and training sale growth			
Branch uses metrics to measure media coverage			

Communications

Yes No N/A

Measure

Branch has full contact information, including emails for all Branch volunteers, instructors and employees			
Branch forwards applicable SJA (Council) communications to volunteer, instructor and employee leads within one-business day			
Volunteer, instructor and employee leads forward applicable SJA (Council) communications to all stakeholders (members) within one to three business days			
Branch maintains accurate customer/client contact information including emails			
Branch is responsive to client/stakeholder voice mails and emails within one-business day			
Branch uses a variety of mediums to foster internal and external communications including mail, email, web-initiatives, newsletters, e-newsletters, social media			

Branch Best Practices Assessment - Community Services

(Critical Success Factors highlighted in yellow)

General

Yes No N/A

Measure

Community Services Units have an organized process for the in-take and orientation of new volunteers that engages volunteers in a timely fashion			
Community Service Unit leaders provide a report as required to the CS Chair/Board i.e. for Board meetings			
Community Services Unit actively promotes SJA in the community			
Community Services Units participate in a yearly needs assessment and reports needs to Board/Branch			
Community Services Officer positions have apprentices to spread out workload and ensure succession			
Community Services Unit supports Council organized events/conferences/trainings/meetings			
Community Services Unit are involved in Branch AGM and Honours & Awards			
Community Services Units participate in first aid competitions (if relevant)			
Community Services Units have a plan for regular equipment maintenance or replacement			
Community Services Units are involved in Branch AGM and Honours & Awards			

Medical First Response (MFR)

Yes No N/A

Measure

MFR Unit covers 85% or more of event coverage requests			
MFR Unit has SJA certified Instructors to teach members			
MFR has a written disaster response plan that is updated yearly			
MFR creates documented event coverage plans for large/major events			
MFR Unit participates in local Emergency Preparedness Day activities			
MFR Unit has members that are health care or EMS professionals			
MFR Unit has mobile first aid posts look current, professional and are in good working condition			
Mobile first aid posts are numbered and registered with Council			
Branch has a fleet maintenance schedule/program for all Branch vehicles, trailers, gators, golf carts, bicycles.			
MFR Unit has enough AEDs for each event covered			
MFR Unit has a bike team			
MFR Unit has a golf-cart or gator with a med-bed for off road transportation			
MFR Unit has a trailer that can serve as a emergency command or rehab. centre			
MFR services are published on municipal event permit forms (if required)			
MFR Unit supports other Community Services with coverage			

Therapy Dogs

Yes No N/A

Measure

Therapy Dog Unit attends 85% or more visit requests			
Therapy dog unit has an Evaluator member			
Therapy dog unit has child-tested dogs			
Therapy dog unit participates in Paws 4 Stories Program			
Therapy dog volunteers are first aid & CPR certified			
Therapy dog volunteers have pet first aid training			

Branch Best Practices Assessment - Community Services (cont.)

(Critical Success Factors highlighted in yellow)

Youth

Yes No N/A

Measure

Youth Unit participates in local events to be visible in the community			
Youth Unit engages in age appropriate volunteer/community services			
Youth Unit engages in age appropriate group and self-development activities within the scope of the SJA youth program			
Youth participants have first aid certifications			
Youth participants have babysitting course certifications			
Youth Unit provides opportunities for youth to be trained for other SJA units			
Youth Unit links youth to community partners for career path experiences			
Youth Unit are WHMIS course certified			
Youth Unit are Wilderness course certified			

Car Seat Safety

Yes No N/A

Measure

Car Seat Safety Team organizes car seat clinics (with a focus on educating and enabling parents/guardians to safely install car seats)			
Car Seat Safety Team hosts car seat workshops (with a focus on educating and enabling parents/guardians to safely install car seats)			
Car Seat Safety Team works with community partners to deliver services			
Car Seat Safety Team members are SJA first aid & CPR certified			

Campus Response Teams

Yes No N/A

Measure

Campus Response Team works collaboratively with the Branch and MFR Unit providing services on campus and if feasible in support of MFR			
Campus Response Team promotes SJA on campus			
Campus Response Team teaches courses to staff and students on campus (if certified to instruct)			
Campus Response Team members are encouraged to continue service with MFR team after graduation from school			

Other Services

Yes No N/A

Measure

Branch has a Search and Rescue Team			
Branch has a Home Caregiver Support Team and/or offers the Home Caregiver Support Program			
Branch participates in Operation Red Nose (where feasible and relevant)			

Branch Best Practices Assessment - Training

(see "Human Resources" for Instructor Best Practices)

(Critical Success Factors highlighted in yellow)

Training/Course Administration

Measure	Yes	No	N/A
In-bound calls are answered by the third ring by a person (by branch employee or call centre)			
On-hold service has promotional SJA messages			
Clients are offered a variety of payment options			
Branch uses electronic credit/debit processing systems			
Client confirmations are sent by email immediately after the registration			
Changes to course bookings are immediately communicated to the client			
Student evaluations are regularly reviewed by employees to identify issues and areas for improvement			
Compliments to employees and Instructors are circulated to celebrate individual successes			
Complaints are handled privately, objectively and measures are implemented to ensure positive change			
Instructors receive reminder calls about upcoming courses to ensure arrival			
Consistent policies on transfers, cancellations, late attendees are communcated to clients and applied e.g. policies are printed on student receipts			
Registrations are entered and updated in the CRM in a timely and efficient manner			
Student certificates are ready at the completion of their course			
Courses are set-up/administered using approved instructor/student ratios			
Courses are set-up/administered using approved course timings			
Only current course qualified instructors are assigned to respective courses			
Shredder is used to dispose of any personal information (i.e. credit card numbers)			
Security measures are used to protect computers used in training			
Inventory control measures are in place ensuring security of training-related equipment and supplies			
Security measures are used to protect training-related inventory and equipment after hours			
Course material counts are assigned to Instructors and verified upon return			

Training/Course Equipment

Measure	Yes	No	N/A
Adequate storage is available for all training equipment			
Manikin cleaning area is adequately ventilated with posted WHMIS information on cleaners			
Manikin cleaning area has adequately sized tubs and drying areas			
Manikin cleaning area has manikin sanitizing instructions posted			
Bandages for training purposes are disposable or cleaned/replaced regularly			
Splints and other training aids are cleaned or replaced regularly			
Enough manikins exist to have a manikin to student ratio of 1:1			
Enough AEDs to have a student to AED ratio of 4:1 or better			
Student training kits are provided to each student			
Equipment is SJA branded (if available) and appropriately marked as St. John Ambulance property			

Branch Best Practices Assessment - Community Relations

Part 2 - I

(Critical Success Factors highlighted in yellow)

Measure	Yes	No	N/A
Branch hosts a volunteer & community partner appreciation event			
Branch includes community and corporate partners in awards presentations			
Branch participates in corporate and community health and wellness events			
Branch engages local personalities to speak at special events			
Branch has developed (or refined) a new community service in response to local needs			
SJA courses are delivered through local school board continuing education programs			
SJA is represented on local (regional) Disaster Response Committee e.g. municipality, NGO			
SJA serves on community committees related to the mandate			
SJA receives yearly monetary donations from Corporate Partners			
SJA receives support from Service Club Partners			
SJA receives support from local/regional/provincial governments			
SJA receives support from the Royal Canadian Legion			
Branch receives free or low cost sponsorship for products or services			
Branch has received written references (funding or award applications) from high profile community members			
Branch has a strong working relationship with a Campus Response Team at a college or university			
Branch is a member of the local Board of Trade/Chamber of Commerce			
Branch is a member of a local Volunteer Centre/Organization			
Branch has In-Plant training partners			
MFR team participates in local Emergency Preparedness Day activities			
Branch/Community Services representatives (as applicable) participate as requested in community presentations			

Branch Best Practices Assessment - Recognition

Part 2 - J

(Critical Success Factors highlighted in yellow)

Measure	Yes	No	N/A
Branch has an active Honours & Awards H & A) Committee (i.e. not just a Committee Chair)			
Branch routinely monitors and applies for lifesaving awards to recognize those in the community that save or attempt to save a life			
Branch educates all volunteers and employees on honours & awards processes and opportunities			
H & A Committee applies for City, Regional or Provincial awards for volunteers and employees if appropriate			
H & A Committee applies for awards for community recognition e.g. Board of Trade, Volunteerism Awards			
Branch hosts a yearly Honours & Awards event for all members and the community			
Honours & Awards Chair & Community Services Chair (in consultation with Branch ED/Manager) are members of H & A committee			
Community Services Unit leaders are invited to "participate" in meetings or are members of H & A committee			
H & A Committee meetings and/or communications occur at least quarterly			
Branch has a historical record of member award recipients that is updated regularly			
H & A committee applies for Priority Vote of Thanks (PVOT) awards regularly			
H & A committee reviews membership for Order Nomination qualifications twice per year			
Branch applies for Ryerson Award for local exceptional Instructors			
Branch applies for Life Saving Awards and/or AED awards as appropriate			
Branch applies for Media Award for local exceptional media support			
Branch promotes SJA Bursery opportunities to members			
Branch has a special award that is given to at least one member each year for outstanding service			
Branch Appreciation Awards are given to volunteers each year			
Branch gives awards to Community and Corporate Partners			
Branch develops local recognition (formal and informal) to enhance SJA traditional recognition opportunities			

Branch Best Practices Assessment - Fund Raising

Part 2 - K

(Critical Success Factors highlighted in yellow)

Measure	Yes	No	N/A
Minimum 20% of revenues are raised through fund raising activities			
Process exists to ensure funds dedicated to specific purposes are spent appropriately			
Branch has funding relationships with Service Clubs			
Branch has funding relationships with local Royal Canadian Legion			
Branch has funding relationship with local governments			
Branch has funding relationships with local companies			
Branch receives funds through gaming initiatives, ie. bingo or nevada			
Branch applies for Trillium Grants as required			
Billes Grants through Council are applied for each year			
Branch actively researches other grant opportunities			
Donations are processed through the CRM			
Branch sources product donations			
Branch sources service donations i.e. graphic design or print, vehicle support			
Branch sources donations from corporate volunteer matching programs (often available from a volunteer's place of employment)			
Branch raises funds through special events			
Branch requests donations from Event Organizers (Post Event Coverage)			
Branch hosts special events for fund raising, friend raising & public relations purposes			
Branch develops and promotes planned giving, in memoriam initiatives			



ANNEX B: Sample Branch Board Member Position Description Templates

January 2016		

The following pages are Branch Board Member position description templates designed to assist Branches with the development of customised volunteer position descriptions.

While these templates reflect best practices and minimum expectations, these are samples only and are not intended to be all inclusive, or representative of all Branch Board roles.



Branch Board Member Description

1. Role details	
Role title	Chair
Time commitment	5 hours per month or greater; commitment is in addition to responsibilities as a Board Member and any other roles held by the appointee.
Accountable to	Branch Board – Appointed by the Branch Board. Refer to Ontario Operating Regulations.
Term	3 years

2. Position summary
Be responsible for the Branch operations and for the successful operation of service centres and CSU's

3. Main duties and responsibilities	
1	Call and chair board meetings ensuring that meetings adhere to best practices and policies and procedures
2	Facilitate the development of an annual Branch and Service Centre Operations Plan that includes business objectives, goals and tactical program and service plans to achieve Council strategies maximizing operational opportunities
3	Oversee in conjunction with applicable committees, financial and operating results of the branch ensuring compliance with the approved Council, Branch and Service Centre Operation Plan and Budgets to ensure financial stability
4	Oversee the co-ordination of all Standing Committees of the Board to ensure that their terms of reference are being met and there is a succession plan in place
5	As a Leader of the Branch Executive Committee, represent the Branch at meetings and important matters that affect the Branch and its supported Service Centres.
6	Ensure that new board members have been purposefully informed of their duties with a new board member orientation program to outline policies and procedures
7	Be the face of the Branch and represent the Branch at events and meetings with internal / external agencies
8	Act as the sole spokesperson for the Branch in all Branch media relations activities
9	Conduct performance appraisals of the Branch Board Members annually, and in collaboration with the Council CEO, the Branch Executive Director / Manager.
10	Keep abreast of personnel relations in the branch including conflicts likely to affect staff morale, performance, or the image of SJA
11	Sit on the Branch Executive Committee, and other committees as required in the Operations Regulations
12	Contribute to the promotion, fundraising and community outreach strategy of the branch

4. Skills, Knowledge, Experience specification			
Requirements	Essential and desirable criteria		Method supporting assessment
	E	D	
Education and qualifications			
Post-secondary education	<input checked="" type="checkbox"/>		Application form / Interview
Extensive Leadership and professional management experience	<input checked="" type="checkbox"/>		Application form / Interview
Current professional designation (if applicable to role)	<input checked="" type="checkbox"/>		Application form / Interview
Experience			
Experience of volunteering		<input checked="" type="checkbox"/>	Application form / Interview
Excellent interpersonal skills	<input checked="" type="checkbox"/>		Application form / Interview
Willingness to work part of a team and within SJA policies	<input checked="" type="checkbox"/>		Interview

This description is intended as an outline indicator of general areas of activity and will be amended at the discretion of SJA. It is expected that the post holder will be as positive and flexible as possible in using this document as a framework.

Prepared by: Council HR	Date of preparation: November 2015
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Branch Board Member Description

1. Role details	
Role title	Vice Chair
Time commitment	2 hours per month or greater; commitment is in addition to responsibilities as a Board Member and any other roles held by the appointee.
Accountable to	Branch Board – Appointed by the Branch Board. Refer to Ontario Operating Regulations.
Term	2 years

2. Position summary
Provide oversight to Branch operations and the successful operation of service centres and CSU's

3. Main duties and responsibilities	
1	Provide support to the Chair in all aspects of the Chair's responsibilities
2	Represent the Branch at events as appropriate, and represent the Chair in his/her absence
3	Participate as a Branch Board member (See Board Member generic position description)
4	Participate in the succession planning process
5	Other duties as assigned by the Chair

4. Skills, Knowledge, Experience specification			
Requirements	Essential and desirable criteria		Method supporting assessment
	E	D	
Education and qualifications			
Post-secondary education	<input checked="" type="checkbox"/>		Application form / Interview
Extensive Leadership and professional management experience	<input checked="" type="checkbox"/>		Application form / Interview
Current professional designation (if applicable to role)	<input checked="" type="checkbox"/>		Application form / Interview
Experience			
Experience of volunteering		<input checked="" type="checkbox"/>	Application form / Interview
Excellent interpersonal skills	<input checked="" type="checkbox"/>		Application form / Interview
Willingness to work part of a team and within SJA policies	<input checked="" type="checkbox"/>		Interview

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Prepared by: Council HR	Date of preparation: November 2015



Branch Board Member Description

1. Role details	
Role title	Treasurer
Time commitment	3 hours per month or greater; commitment is in addition to responsibilities as a Board Member and any other roles held by the appointee.
Accountable to	Branch Board – Appointed by the Branch Board. Refer to Ontario Operating Regulations.
Term	2 years

2. Position summary
Responsible, on behalf of the Board, for the oversight of the receipt, custody and control of all assets and funds of the Branch, including those of the supported Branches, and all Community Service Units. NOTE: <i>Associated day to day accounting activities is delegated to staff</i>

3. Main duties and responsibilities	
1	Minimize financial risk by ensuring that Branches and CSU's comply with financial management operating regulations (policies & procedures) and adhere to best practices
2	Recommend actions to the Board in response to areas of budget deficit or in excess of budget based upon financial statements, submitted monthly to Branches and quarterly to Council
3	With the Branch Executive Director / Manager, prepare, distribute and present to the Board prior to Council 's deadline, an annual Branch and Service Centre Operation Plan and Budget that supports the Board's mandate and maximizes financial opportunities
4	Ensure that the financial resources of the organization meet its present and future needs
5	Ensure that the Branch maintains adequate reserves
6	Ensure compliance with legislation and CRA regulations
7	Support the submission of funding grants including Billes fund and external grants such as United Way and Trillium to obtain new revenue for the branch
8	Ensure that appropriate accounting procedures and controls are in place
9	Chair the Branch Resources Committee
10	Oversee, approve and present Branch budget and financial statements
11	Liaise with employees and CS leaders regarding financial matters, as appropriate
12	Monitor the organizations investment activity and ensure its consistency with the Council's and the Branch's aims, polices and legal responsibilities
13	Ensure equipment and assets are adequately maintained and insured
14	Contribute to the fundraising and community outreach strategy of the branch

4. Skills, Knowledge, Experience specification			
Requirements	Essential and desirable criteria		Method supporting assessment
	E	D	
Education and qualifications			
Post-secondary education	<input checked="" type="checkbox"/>		Application form / Interview
Extensive Leadership and professional management experience	<input checked="" type="checkbox"/>		Application form / Interview
Current professional designation (if applicable to role)	<input checked="" type="checkbox"/>		Application form / Interview
Experience			
Experience of volunteering		<input checked="" type="checkbox"/>	Application form / Interview
Excellent interpersonal skills	<input checked="" type="checkbox"/>		Application form / Interview
Willingness to work part of a team and within SJA policies	<input checked="" type="checkbox"/>		Interview

This description is intended as an outline indicator of general areas of activity and will be amended at the discretion of SJA. It is expected that the post holder will be as positive and flexible as possible in using this document as a framework.	
Prepared by: Council HR	Date of preparation: November 2015



Branch Board Member Description

1. Role details	
Role title	Secretary
Time commitment	2 hours per month or greater; commitment is in addition to responsibilities as a Board Member and any other roles held by the appointee.
Accountable to	Branch Board – Appointed by the Branch Board. Refer to Ontario Operating Regulations.
Term	2 years

2. Position summary
In collaboration with Branch Management, provide secretarial support to the Branch Board NOTE: Note-taking duties may be delegated to staff

3. Main duties and responsibilities	
1	Prepare correspondence for and on behalf of the Branch Board
2	Record, prepare and distribute Branch Board meeting agenda packages and minutes
3	Distribute agenda package and minutes to Board members and to the Branch Board Chair within 2 weeks
4	Through the Branch Executive Director / Manager, ensures minutes are forwarded to Provincial Office
5	Prepare reports as required
6	Maintain a filing system to provide access to board minutes, reports and support documents
7	Support a Branch Annual Meeting as outlined in Ontario Operating Regulations
8	Attend all board meetings
9	Ensure compliance with Ontario Operations Regulations

4. Skills, Knowledge, Experience specification			
Requirements	Essential and desirable criteria		Method supporting assessment
	E	D	
Education and qualifications			
Post-secondary education	<input checked="" type="checkbox"/>		Application form / Interview
Extensive Leadership and professional management experience	<input checked="" type="checkbox"/>		Application form / Interview
Current professional designation (if applicable to role)	<input checked="" type="checkbox"/>		Application form / Interview
Experience			
Experience of volunteering		<input checked="" type="checkbox"/>	Application form / Interview
Excellent interpersonal skills	<input checked="" type="checkbox"/>		Application form / Interview
Willingness to work part of a team and within SJA policies	<input checked="" type="checkbox"/>		Interview

This description is intended as an outline indicator of general areas of activity and will be amended at the discretion of SJA. It is expected that the post holder will be as positive and flexible as possible in using this document as a framework.	
Prepared by: Council HR	Date of preparation: November 2015



Branch Board Member Description

1. Role details	
Role title	Committee Chair (generic)
Time commitment	3 hours per month or greater; commitment is in addition to responsibilities as a Board Member and any other roles held by the appointee.
Accountable to	Branch Board – Appointed by the Branch Board. Refer to Ontario Operating Regulations.
Term	3 years

2. Position summary
Provide leadership to members of the committee in order to support the committee's function in compliance with the approved Operation Plan and the organizations policies and procedures.

3. Main duties and responsibilities	
1	Act as spokesperson for the committee
2	Call committee meetings on a regular basis, reporting on committee activities to the Board as required
3	Ensure agenda and meeting minutes are developed and approved for distribution
4	Provide leadership and oversee activities of the committee and its responsiveness to the planning, implementation and achievement of results of approved Operation Plans and budgets supporting the approved strategies
5	Formulate and recommend local guidelines and procedures consistent with Provincial and National policy related to the committee area of interest to the Board
6	Ensure compliance with all Council approved policies and procedures
7	Provide Branch Board with regular reporting on committee activities

4. Skills, Knowledge, Experience specification			
Requirements	Essential and desirable criteria		Method supporting assessment
	E	D	
Education and qualifications			
Post-secondary education	<input checked="" type="checkbox"/>		Application form / Interview
Extensive Leadership and professional management experience	<input checked="" type="checkbox"/>		Application form / Interview
Current professional designation (if applicable to role)	<input checked="" type="checkbox"/>		Application form / Interview
Experience			
Experience of volunteering		<input checked="" type="checkbox"/>	Application form / Interview
Excellent interpersonal skills	<input checked="" type="checkbox"/>		Application form / Interview
Willingness to work part of a team and within SJA policies	<input checked="" type="checkbox"/>		Interview

This description is intended as an outline indicator of general areas of activity and will be amended at the discretion of SJA. It is expected that the post holder will be as positive and flexible as possible in using this document as a framework.	
Prepared by: Council HR	Date of preparation: November 2015



Branch Board Member Description

1. Role details	
Role title	Board Member (generic)
Time commitment	3 hours per month or greater
Accountable to	Branch Board
Term	2 years

2. Position summary
Responsible for providing leadership and expertise to the branch board and committees as appropriate

3. Main duties and responsibilities	
1	Participate in Board discussions and crucial issues central to the success of the Branch
2	Be driven by results linked to strategic / business plans
3	As leaders, ensure clear measures of success through the work of the Board's committees and through delivery of SJA programs and services that are consistent with provincial operating and legislated regulations
4	Approve, evaluate and make required adjustments to the budget and financial matters as appropriate
5	Assist in the development and maintenance of good relations within the Board, committees, employees and CS
6	Support and encourage a local donor development program
7	Actively participate with external organizations to generate a high level of interest, broad participation and support for SJA
8	Increase public awareness of the volunteer, commercial and charitable activities of SJA
9	Attend all board meetings
10	Contribute expertise to the strategic direction of the branch
11	Participate in special events as your schedule allows
12	Ensure compliance with Ontario Operations Regulations

4. Skills, Knowledge, Experience specification			
Requirements	Essential and desirable criteria		Method supporting assessment
	E	D	
Education and qualifications			
Post-secondary education	<input checked="" type="checkbox"/>		Application form / Interview
Extensive Leadership and professional management experience	<input checked="" type="checkbox"/>		Application form / Interview
Current professional designation (if applicable to role)	<input checked="" type="checkbox"/>		Application form / Interview
Experience			
Experience of volunteering		<input checked="" type="checkbox"/>	Application form / Interview
Excellent interpersonal skills	<input checked="" type="checkbox"/>		Application form / Interview
Willingness to work part of a team and within SJA policies	<input checked="" type="checkbox"/>		Interview
Skills appropriate to the position being undertaken	<input checked="" type="checkbox"/>		Application form / CV / Interview

This description is intended as an outline indicator of general areas of activity and will be amended at the discretion of SJA. It is expected that the post holder will be as positive and flexible as possible in using this document as a framework.	
Prepared by: Council HR	Date of preparation: November 2015