



SCREENING CYCLE POLICY

Policy Objective The purpose of this policy is to ensure safety and quality of service for our members and members of the community by screening those involved in providing St. John Ambulance programs and services.

Policy Statement It is the policy of St. John Ambulance to:

- screen all volunteers, instructors, and employees as a condition of their association with St. John Ambulance;
- conduct annual performance assessments for all volunteers, instructors, and employees as part of an ongoing screening process.

Effective date January 2005

Applies to All volunteers, instructors, and employees affiliated with St. John Ambulance in any capacity, 16 years of age and older. For the purpose of this policy, the term “volunteer” includes adult service volunteers, board chairs, board and committee members and non-members of St. John Ambulance who assist the organization and hold positions of trust or authority (e.g. parents of Youth Program participants)

Policy Context

St. John Ambulance (SJA) has moral, ethical, and legal responsibilities to the people who use its programs and services, the people who provide its programs and services, and to the community at large. SJA is concerned about the safety of these groups and about its credibility, values and reputation.

SJA personnel are often placed in positions of significant trust with vulnerable people. The wide spectrum of volunteer, instructor, and employee positions varies not only in nature but also in level of risk. 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, such as leadership roles e.g. Chancellor, Board Members, Unit Leaders, National Office or Provincial/Territorial EDs/CEOs, local SJA Managers, etc.;
- situations where someone has a significant degree of unsupervised access to another person, their personal information, 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 roles;
- situations in which the service being provided renders the client vulnerable, as in personal care services (e.g. first aid and health care);
- situations in which our instructors are in significant positions of trust with recipients of training programs.

Through on-going screening, SJA strives to provide safe, well-managed services to the community and to its volunteers, instructors and employees.

Policy Requirements

1. All 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.
2. Individual Councils are required to use clearly outlined recruiting procedures.
 - 2.1 Councils 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 an application form.
 - 3.2 Applications will be managed by each Council's human resources personnel or designate.
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.
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 (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).
 - 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.
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 from the screening process must be kept in a secure location in the respective department at the local SJA office, Provincial/Territorial Office and National Office.
 - Only respective departments and, as required, the Provincial/Territorial CEO of the respective jurisdiction may have access to personal information.
 - 6.2 A successful applicant shall have access to his/her file within 30 days following a formal request to the respective department and/or the Provincial/Territorial CEO of the Provincial/Territorial 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 CEO of the respective jurisdiction.
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 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 (see Attachment A)
 - police record checks (PRCs) are kept on file during the screening process, but are destroyed at the end of the screening in/out process.

Responsibilities/Accountabilities

National Office is responsible for:

- development of policies and procedures related to the screening cycle for volunteers, instructors, and employees
- compliance review of policy and procedures
- acting in an advisory and support role for Provincial/Territorial Offices

Provincial/Territorial Councils are responsible for:

- policy implementation
- compliance review of policy and procedures
- acting in an advisory and support role for Local SJA Offices and Units



Local SJA Offices and Units are responsible for:

- administering the procedures
- policy implementation
- compliance review of policy and procedures
- development and implementation of applicable procedures as identified by Provincial/Territorial Office

The Provincial/Territorial CEO is responsible for:

- overall management of human resources policies and procedures within their respective jurisdictions, including those related to the screening cycle of volunteers, instructors, and employees.

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;
- entering successful applicants' information in the national SJA database and searching the database for previous affiliations with other Provincial/Territorial Councils
- 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

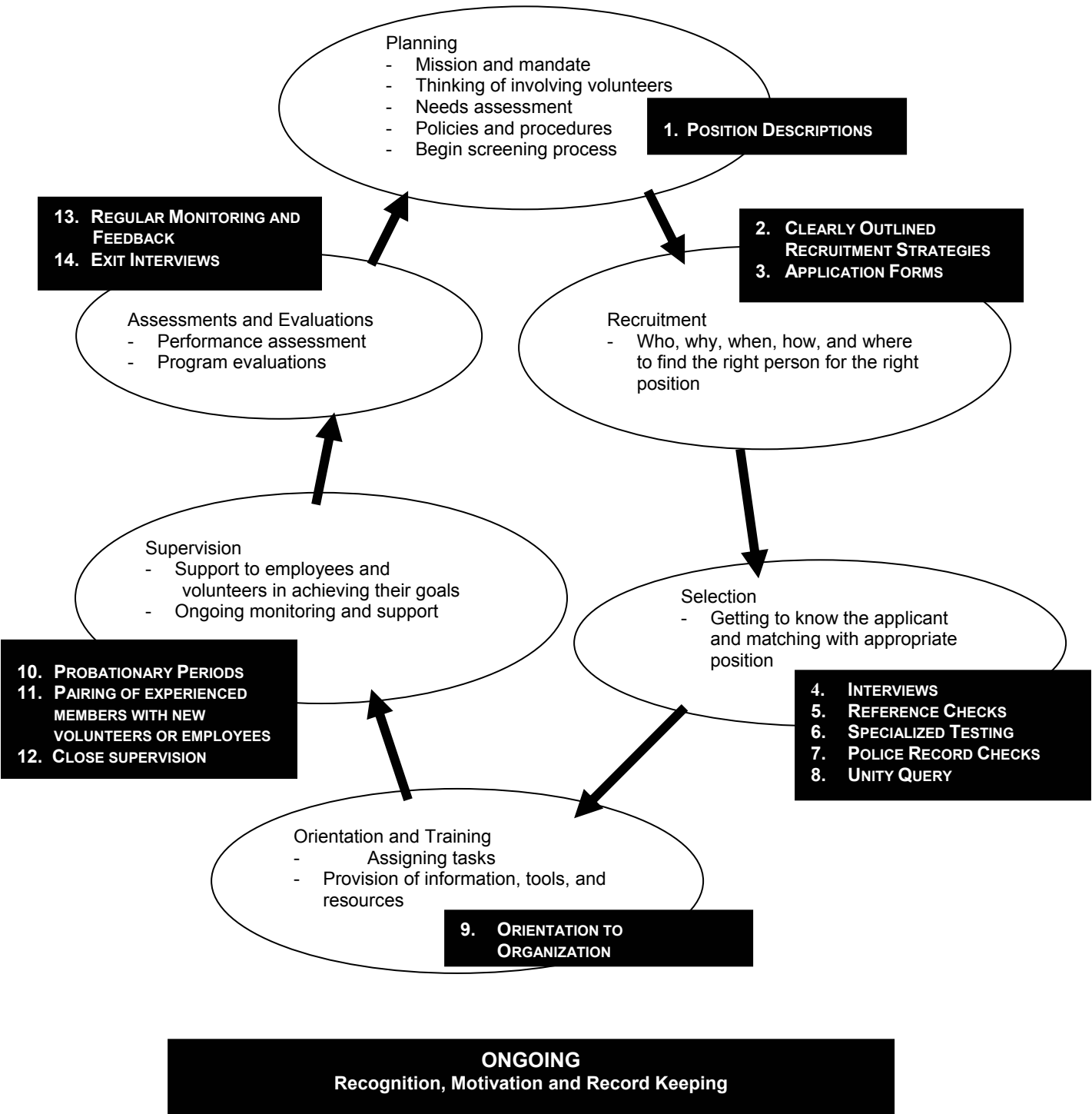
Orientation and Training

Supervision

Assessments and Evaluations

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

SCREENING CYCLE FOR ALL ROLES WITHIN SJA





Planning for New Positions

1. Conduct a needs assessment.
 - Refer to the national SJA manual “*Assessing and Meeting the Needs of Your Community*”
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
 - 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? (Refer to the *Working Effectively with Volunteers – A Volunteer Program Management Handbook, 2005 – Section 12*)

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.
5. Refer to the national SJA "*Recruitment Guide*" and the "*Working Effectively with Volunteers – A Volunteer Program Management Handbook, 2005*" for additional information on recruitment strategies.

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?
 - 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.
- 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) is required for specific positions. It is recognized that each province/territory/region may have prescribed parameters within which they must work. Information is available from your local Provincial/Territorial Office about specifics of all steps in the screening process, including those for PRCs, as well as the rights and responsibilities of members within this process (reference Records Management Policy for retention of PRCs). Where federal/provincial/territorial/First Nations/municipal law permits, the following practices are to be adopted.

- 5.1 New applicants (or those changing roles within the organization) requiring a PRC (see Attachment A) will complete a Release of Information Authorization form from their local police service, at their own expense (if any). Reimbursement of any related costs will be at the discretion of the organization.
- 5.2 Provincial/Territorial Offices or local SJA offices (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 in Appendix A 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 SJA Office or Provincial/Territorial Office to determine the specific procedure for your police service.
- 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 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, reasonable grounds for the check must also be established. 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. Please check with your Provincial/Territorial Office for specific procedures relative to your Council.



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"> • Fill out membership agreement (including sign-off on all SJA policies). • Schedule “Respect in the Organization” training and appropriate orientation.
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/ Territorial Office. 	<ul style="list-style-type: none"> • Fill out membership agreement (including sign-off on all SJA policies). • Schedule “Respect in the Organization” training and appropriate orientation.
Record and conviction does contravene SJA PRC guidelines	<ul style="list-style-type: none"> • Consult Provincial/Territorial Office if unsure. • 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/Territorial Office that will retain documentation for six months in case any questions arise.



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.
Landed immigrant—arrived over one year ago	<ul style="list-style-type: none"> New PRC is needed. 	<ul style="list-style-type: none"> Same as above.
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 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 appropriate orientation.
Student visa/work visa arrived over a year ago	<ul style="list-style-type: none"> New PRC is needed. 	
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 appropriate orientation.
Refugee, status has been granted	<ul style="list-style-type: none"> New PRC is needed. 	
Local police service does not provide PRC service	<ul style="list-style-type: none"> Seek PRC from an alternate police service. 	



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. • Destroy original PRC information.
Record but conviction does not contravene SJA PRC guidelines	<ul style="list-style-type: none"> • Thank applicant for complying. • Consult Provincial/Territorial Office if unsure 	<ul style="list-style-type: none"> • Record details in national database. • Destroy original PRC information.
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/Territorial Office if unsure. • Ask member to resign. Thank member for previous service. • If member refuses to resign, consult Provincial/Territorial Office to ensure appropriate steps are taken to terminate the member 	<ul style="list-style-type: none"> • 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/Territorial Office.



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.

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 (or the individual must present documented evidence of formal Harassment and Discrimination training having been taken). Each Provincial/Territorial Council should have its own customized Orientation Guide which includes the *SJA Code of Conduct*. Refer to the SJA "*Orientation Guide*"

Supervision

1. Each volunteer, instructor, and employee will have a clearly identified supervisor who will be responsible for their 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. Those who supervise volunteers must be familiar with the content of the SJA "*Working Effectively with Volunteers – A Volunteer Program Management Handbook, (2005)*."
 - 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 and Evaluations

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.
2. 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.
 - 2.1 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?

2.2 The information collected as part of the exit interview will be used to enhance SJA's operational procedures relating to Community services and will be shared with management for use in program review.

Annexes

Attachment A – Screening Methods Based on Risk Assessment Analysis

Attachment B – Attestation Form

Resources

Employee HR Policy

Volunteer Program Management Handbook (2005)

Records Management Policy

Assessing and Meeting the Needs of Your Community

Policy Review

This policy will be reviewed at a minimum of every three years and as required.

Screening Methods Based on Risk Assessment Analysis

	Service volunteers 16 years of age and older in position of trust and/or authority with vulnerable clients	Service volunteers 16 years of age and older <i>not</i> in position of trust and/or authority	Board chairs	Board and committee members (excluding Chair)	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 with annual attestation thereafter (where required) and initial vulnerable sector (children, physically or mentally challenged, elderly) check (where required)	✓		✓		✓	✓	
Initial annual attestation (however, additional screening, including reference checks, additional attestations, and PRC may be appropriate for those handling or responsible for funds, property or membership)		✓		✓			✓
Consideration given to police re-checks based on changes in membership role/status	✓	✓					
Orientation and training (including Respect in the Organization)	✓	Where required	✓	✓	✓	✓	Where required
Close monitoring and supervision	✓	✓					✓
3-month probation period, followed by an evaluation	✓	Where required	✓	✓	3-month check-in	✓	Where required
Annual evaluation	✓	Where required	✓	✓	✓	✓	Where required
Regular monitoring and feedback	✓	✓	✓	✓	✓	✓	✓

Attachment A

