

“And they feed, for love of God, the indigent, the orphan and the captives.” Chapter 76:8 (Al-Quran)



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## Organizational Policies



Approved by Board of Directors: July 18, 2024

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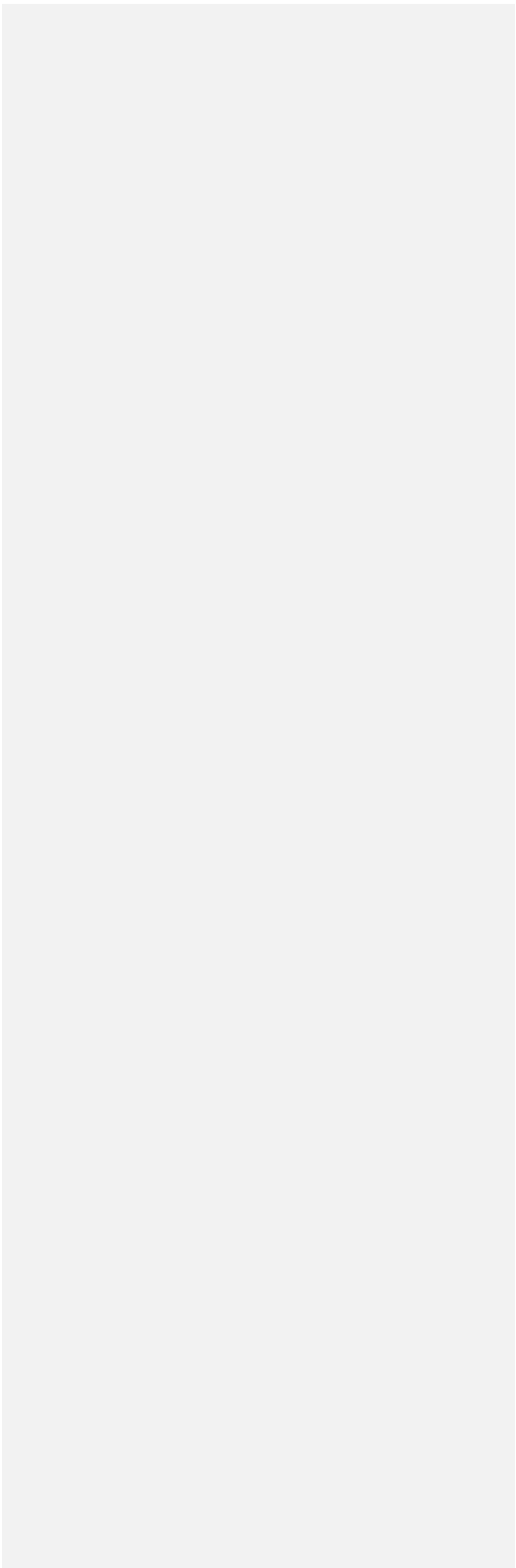
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## **POLICY: Board Governance**

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### **OFFICERS**

#### *Chair:*

- Set the agenda of the board meetings in conjunction with the most senior staff person;
- Coordinate the development of a board work plan and organizational strategies, ensuring that the other members of the board are properly informed about MSS and its activities, as well as acting as primary liaison between the board and most senior staff person;
- Ensure that conflict of interest issues (and other conflicts) are sensitively and constructively resolved, that board and director self-assessments are conducted (and appropriate feedback is provided), as well as ensuring adequate communication and accountability for stakeholders and the public;
- One of the signing officers for MSS.

#### *Vice-Chairs:*

- Performs the duties of the Chair during his/her absence and other duties as required; and
- Leads the Governance Committee.

#### *Secretary:*

- Responsible for ensuring that all secretarial functions are performed for the Board and that records are kept of all proceedings and transactions; and is
- The custodian of the corporate seal and of all official books, papers, records, documents and correspondence of MSS. S/he shall:
  - Oversee the keeping of records of meetings, policies, membership and any other records required by law,
  - Ensure that minutes are taken at all regular and special meetings of the Board of Directors,
  - Ensure that copies of minutes and agendas are circulated to Board members prior to each meeting, and
  - Maintain, or ensure the maintenance of, the files and records of MSS to be passed on to future officers and ensure the security and confidentiality of all such files and records.
- Minutes from board meetings preserve a record of agenda items discussed, documentation reviewed, votes taken, and decisions made.
- Minutes demonstrate that directors have exercised a reasonable standard of care in decisions made regarding the organizations.
- Minutes are available for the training of new board members, employees, or volunteers.

- Similarly, policies guide practice and should be recorded and retained. All board members, staff, and volunteers shall be made familiar with the organization's policies.

*Treasurer:*

- One of the signing officers;
- The Chair of the Finance & Fundraising Committee;
- Develop financial policies for approval by the Board;
- Monitor financial reporting to grant giving organizations; and
- Oversees:
  - Financial management tasks,
  - Presentation of operating budget to Board of Directors,
  - Financial reporting, and
  - Periodic review financial activity.

## **COMMITTEES**

*Steering Committee:*

- Responsible for the day-to-day operations of the organization in the absence of an ED. The Steering Committee heads strategic planning and is primarily responsible for heading organizational development.

The Steering Committee shall be composed of the Officers of the board:

- Chair
- Vice-Chair
- Secretary
- Treasurer

*Finance & Fundraising Committee:*

Led by the Treasurer, this committee shall be responsible for:

- Reviewing draft financial statements;
- Presenting operating budget to Board of Directors;
- Organizing fundraising initiatives and grant submissions;
- Periodically reviewing financial activity;
- Developing financial policies for approval by the Board;
- Overseeing financial reporting to grant-giving organizations; and
- Assist in recruiting new finance committee members with the appropriate skill set.

*Leadership and nominations committee:*

Led by an officer of the board, this committee shall be responsible for:

- Recruitment, nomination, and the orientation of new board members; and
- Evaluation of the board and board members.

*Governance Committee:*

Led by the Chair, this committee shall be responsible for:

- Regular review and recommendations of the bylaws and governance policies of the board; and
- Compliance with the bylaws and governance policies and other duties assigned by the board.

*Membership Committee:*

Led by the Secretary, this committee shall be responsible for:

- Coordinating tasks related to membership development, record-keeping, and other tasks as needed;
- Monitor adherence to code of conduct and bring issues to the steering committee; and
- Succession and transition planning.

*Media Outreach Committee:*

Led by an officer of the board, this committee shall:

- Be the designated spokespeople to members of the media on behalf of MSS. Individuals in this group shall, in accordance with established protocols, articulate MSS's position on issues as they arise;
- Identify specific issues within the press which may require action by MSS and, as appropriate, direct these issues, along with recommended responses, to the Steering Committee;
- Prepare and maintain a list of contacts for efficient distribution of press releases and public statements; and
- Write press releases and public statements and arrange for dissemination within an appropriate timeline.

**ORIENTATION**

Purpose: To familiarize new Muslim Social Services board members with the board and the organization.

During Recruiting:

- Familiarize prospective members with organization's mission; and
- Explain expectations of board members (roles & responsibilities, time commitment, monetary contribution requirement, etc.).

Before the Orientation Session:

- Provide Board Manual;
- Provide other important documents (if separate from Board Manual, such as strategic plans, contracts, etc.); and
- Meet with Board Chair and most senior staff person (if not done in the recruiting phase).

Orientation Session:

- Conducted primarily by the Chair of the Board (or an appointee) and the most senior staff person;
- Conduct tour of facility; and
- Introduce staff.

**Mentoring System:**

- Before the first board meeting, assign an experienced board member as a sponsor or mentor;
- Meet at least once before first meeting; and
- Check-in with new board member regularly.

**REVIEW OF BOARD GOVERNANCE POLICIES**

The Board of Directors will review the relevance and appropriateness of the organization's Governance Policies February and October of every year, as per our annual planning and meeting cycle.

## **POLICY: Human Resources**

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### **RECRUITMENT**

As a matter of policy, all job vacancies, paid and unpaid, shall be filled with the best qualified candidates, without discrimination on the basis of race, gender, ethnicity, religion, financial ability, sexual orientation, disability, or age in accordance with the rules set out by the Employment Equity Act.

The board shall be responsible for creating a job description for the most senior staff person and all other staff positions. The job description will be advertised through open channels. The description shall include the organization's mission and vision as well as code of conduct.

A hiring committee, comprising two members of the board and one evaluator external to the organization shall comprise the hiring committee. This panel of three persons shall interview candidates for the position. The chair of the hiring committee will have primary responsibility for coordinating the hiring process as well as communicating the final decision of the group first to the entire board and then to the candidate.

### **EMPLOYEE ORIENTATION**

The Board Chair shall be responsible orientation to a newly appointed most senior staff person. The most senior staff person shall orient all other employees. The employee shall receive a transition document that includes all organizational policies and practices as part of the orientation. The employee will be supported in the first three months of their position through weekly meetings with the board chair or a designated member of the organization, in addition to open lines of email communication to answer questions as they arise.

### **PROBATION & CONFIRMATION**

All new employees hired for permanent positions shall be placed on probation for a period of three continuous months, or ninety business days, whichever is greater, from the date of joining. Employees shall be confirmed to be permanent employees after the end of the probationary period, if their job performance demonstrates their ability to meet the demands and responsibilities of the position.

If, during the probationary period, the performance of a new employee is found to be less than satisfactory, the Board shall discuss the deficiencies with the employee and suggest means for improvement in performance. If the employee still continues to perform below an acceptable level, a written communication shall be issued to the employee suggesting corrective measures. If the performance is deficient, even after the issuance of the written communication, the employee's probationary period may either be extended or the employee may be given two weeks' notice of termination or two week's pay in lieu thereof, in accordance with the Employment Standards Act, and his/her services shall be terminated during the period of probation.

## HOURS OF WORK

In consultation with the Board, the most senior staff person will determine a flexible time work arrangement with the expectation that s/he will be in the office during regular business hours.

An employee may opt for a flexible time work arrangement with the prior approval of the most senior staff person. All such employees would be required to be present in the office during regular business hours.

## HEALTH & SAFETY

### *Policy Statement*

MSS is fundamentally interested in the health and safety of its employees, volunteers. MSS shall make every effort to provide a safe, healthy work environment and is ultimately responsible for the health and safety of its employees, volunteers, visitors and members of the public who may be affected by its work.

Every employee and volunteer is responsible for protecting his or her own health and safety by working in compliance with the law and with the Health and Safety procedures established by MSS. Employees and volunteers will receive information, training and competent supervision in their specific work tasks to protect their health and safety.

It is in the best interest of all parties to consider health and safety in every activity. Commitment to health and safety must form an integral part of this organization.

### *Responsibility of the Board of Directors*

The Board of Directors will establish a Joint Health and Safety sub-committee which includes members of the board and at least one employee, who are responsible for:

1. Development and implementation of the Health and Safety policies and procedures in accordance with applicable legislation.
2. Annual review of MSS Health and Safety training materials – updating to ensure compliance with legislation where necessary.
3. Organizing Health and Safety training for new workers, being paid employees, Board members or volunteers.
4. Safety inspection of MSS facilities.
5. Advising the Board of Directors on all matters concerning Health and Safety at MSS.
6. Receiving, assessing and acting upon any accident or incident concerning Health and Safety and reported as having happened on site or during MSS sponsored activities.

Commented [ZR1]: <http://www.hrcouncil.ca/hr-toolkit/policies-health-safety.cfm>



### *Office Manager*

The Office Manager is directly responsible for ensuring all processes and procedures in the workplace conform with legislative and MSS Health and Safety requirements. They will ensure that all employees, volunteers and visitors know and comply with the appropriate Health and Safety rules/guidelines during MSS sponsored activities. Employees and volunteers will be provided with Health and Safety training during orientation/on-boarding meetings.

The Office Manager will present a report on health and safety policy compliance to the Board of Directors in March of every year, as per the organization's annual meeting and planning cycle.

### *Employee and volunteer obligations*

All employees and volunteers are required to take an active role in protecting and promoting their health and safety on site and that of others with whom they work.

It is required that all employees and volunteers recognize that it is their duty to comply with all legislative and MSS Health and Safety policies and procedures.

All persons are required to refrain from any unsafe practices or hazardous actions and to exercise due care and diligence. No person shall carry out any action, practice or process, which may jeopardize the health and safety of others.

Any unsafe conditions, materials or equipment and all accidents and injuries must be reported to the Board of Directors directly.

Compliance with legislative and MSS Health and Safety policies and procedures is considered a condition of continued employment or volunteering.

### *Work Environment*

The workplace includes the MSS office or any location where MSS business is being conducted.

MSS shall provide a safe work environment for the health, safety, and welfare of employees and volunteers. All employees and volunteers have the responsibility to encourage a healthy and safe work environment.

Smoking, drinking alcohol and using illicit drugs shall not be permitted in the MSS premises. Employees and volunteers shall not attend to MSS work, in or away from MSS premises, while under the influence of alcohol or illicit drugs. Employees or volunteers who report to work under the influence of drugs or alcohol will be sent home and may be subject to disciplinary action or dismissal.

Wearing scents such as perfume, after-shave, cologne, hair spray, body lotions, etc. is discouraged due to increasing sensitivities and allergies to such scents. Employees and volunteers are asked to respect the health of others and refrain from wearing scents while involved with MSS programs and services.

Internet shall be for official use only. Accessing illegal websites within the MSS premises shall not be permissible.

#### *Workplace harassment*

Harassment may be verbal, physical or visual, examples of which are as under:

- Verbal: Use of obscene, foul language, derogatory and/or unwanted comments, demeaning ethnic jokes or slurs, implied or expressed threats of any nature, sexual request.
- Physical: Practical jokes, shoving, pushing and/or other aggressive behaviour, unwanted physical contact, hindering one's movement or work.
- Visual: Obscene, demeaning and/or sexual gestures, posters, cartoons, graffiti or drawings.

Bullying is an offensive, cruel, intimidating, insulting or humiliating behaviour. It can be physical, verbal, direct or indirect (gossip). Bullying without physical violence is considered harassment in general and falls under the scope of Workplace harassment for the purpose of this policy.

Should an employee or volunteer feel they are being harassed, they are to report the incident to the Board of Directors immediately. An investigation will be conducted to determine if there is sufficient evidence to justify taking disciplinary action. Employees indulging in acts of bullying, discrimination and/or harassment of another employee, volunteer, client or visitor shall be subject to disciplinary action up to and including dismissal. Volunteers indulging in such acts shall be relieved of all their duties and responsibilities immediately.

All employees and volunteers shall abide by the MSS code of conduct.

#### *Workplace Violence*

Workplace violence includes acts of physical violence, abuse (physical or verbal), bullying (with physical violence or the threat of physical violence), intimidation or other threatening behaviour that occurs in the workplace.

MSS strives to maintain work environments that are secure and free from the risk of violence.

All threats to personal safety should be taken seriously. In the event of a person making a threat or attack against any employee or volunteer of MSS while they are carrying out the activities involved with their work, the employee or volunteer should make every effort to

remove themselves from the situation and contact emergency services by calling 911. The employee or volunteer is to inform the Board of Directors at the earliest opportunity that an assault or threat has taken place. The offending person will be removed from MSS facilities (by police if necessary) and the Board will conduct an investigation of any complaint received to determine if there is sufficient evidence to justify taking disciplinary action. Any interference with the investigation by an employee, or retaliation against the complainant, respondent or witness, may result in disciplinary action. If the threat or violent act is substantiated, the violent employee/volunteer will be subject to immediate disciplinary action up to and including dismissal.

#### *Right to refuse*

All employees and volunteers have the right to refuse to work in conditions they deem to be unsafe, a risk to their personal safety or where there is risk of violence. The unsafe conditions should be reported to a supervisor or Board member immediately so action can be taken to resolve the situation. No worker will be required to work in conditions where they do not feel safe.

#### **PAY ADMINISTRATION**

All employees shall acquaint themselves with the requisite requirements of reporting attendance and actual working hours so as to enable regular and timely pay administration.

#### **PERFORMANCE APPRAISAL OF PERMANENT EMPLOYEES**

All permanent employees shall be subject to a performance appraisal annually. Given the size of the organization, the board shall evaluate the performance of all permanent employees.

If an employee is not satisfied with his/her appraisal report, a request for re-appraisal may be made in writing to the Board Chair.

#### **USE OF MSS RESOURCES**

To ensure proper use of MSS resources, Board members, staff, and volunteers shall not make use of MSS staff during working hours or other MSS resources, including MSS logo, letterhead and/or email IDs, for any activity other than those of the MSS.

#### **WORK ENVIRONMENT**

MSS shall provide a safe work environment for the health, safety, and welfare of employees and volunteers.

Smoking, drinking alcohol and using illicit drugs shall not be permitted in the MSS premises. Employees/volunteers shall not attend to MSS work in or away from MSS premises while under the influence of alcohol or illicit drugs.

Internet shall be for official use only. Accessing illegal websites within the MSS premises shall not be permissible.

## **HARASSMENT**

All employees and volunteers shall abide by the MSS code of conduct.

Employees indulging in acts of discrimination and/or harassment of another employee, volunteer, client or visitor shall be subject to disciplinary action. Volunteers indulging in such acts shall be relieved of all their duties and responsibilities immediately.

Harassment may be verbal, physical or visual, examples of which are as under:

- Verbal: Use of obscene, foul language, derogatory and/or unwanted comments, demeaning ethnic jokes or slurs, implied or expressed threats of any nature, sexual request.
- Physical: Practical jokes, shoving, pushing and/or other aggressive behaviour, unwanted physical contact, hindering one's movement or work.
- Visual: Obscene, demeaning and/or sexual gestures, posters, cartoons, graffiti or drawings.

## **LEAVES OF ABSENCE**

All employees, whether full-time, part-time, permanent, or term contract, shall be entitled to the following leaves of absence in accordance with the Employment Standards Act, 2000.

- Pregnancy Leave: Seventeen weeks of job-protected, unpaid leave, provided the child's due date is at least 13 weeks after the date of starting employment. Two weeks prior written notice would be required.
- Parental Leave: Up to 35 weeks of job-protected, unpaid leave provided the employee has been employed for at least 13 weeks before the start of the leave. If the birth mother has not taken pregnancy leave, she can take up to 37 weeks of parental leave. Two weeks prior written notice would be required.
- Compassionate Leave: Paid leave for up to 3 consecutive working days upon the death of an immediate family member. An immediate family member is as defined under the Ontario Human Rights Code.
- Personal Leave: One day paid leave per year

Sick leave: An employee will be required to submit a doctor's certificate prior to resuming duties, if he/she is on continuous sick leave for more than three working days.

Vacation leave : All permanent full-time employees shall be entitled to three weeks of paid vacation leave per year.

## **PUBLIC HOLIDAYS**

All employees shall be entitled to the following holidays with public holiday pay, in accordance with the Ontario Employment Standards Act, 2000.

- New Year's Day
- Family Day

**Commented [ZR2]:** <http://www.hrcouncil.ca/hr-toolkit/policies-employment-legislation.cfm>

- Good Friday
- Victoria Day
- Canada Day
- Labour Day
- Thanksgiving Day
- Christmas Day
- Boxing Day

In addition to the above, MSS will remain closed on Eid al-Fitr and Eid al-Adha.

#### **TERMINATION OF SERVICES**

The MSS may terminate the services of an employee due to reasons such as discontinuation or reduction of funding and lack of sufficient work. The employee shall be given a written notice of termination or termination pay as provided under the Employment Standards Act, 2000.

#### **RESIGNATION FROM SERVICE**

An employee may resign from service and seek termination of his/her employment with the MSS by giving two weeks' prior notice to the Board of Directors. The most senior staff person shall be required to give at least one month's prior notice to the Board Chair.

#### **RETIREMENT AGE**

There shall be no mandatory retirement age.

#### **CONFIDENTIALITY**

Board members, employees and volunteers shall keep all information confidential at all times, irrespective of whether or not they continue to be Board members, employees or volunteers.

A Board member/employee/volunteer, who violates this requirement, may be removed from membership/employment/volunteership.

#### **PROGRESSIVE DISCIPLINE PROCESS**

The MSS shall make every attempt to resolve all problems related to conduct and/or job performance amicably through alternative dispute resolution mechanisms such as early intervention, informal mediation, counselling and, where necessary, neutral fact-finding by a third party. The employee shall be given every possible opportunity and means to show improvements in job performance and/or conduct. Job training and supervision may be provided to give the employee a fair chance to show improvements in work performance.

Enough time shall be allowed for the employee to practice and use new skills, where necessary. A written record shall be maintained of all trainings provided and time given to the employee to improve performance. However, if all such mechanisms fail to bring about the desired result, disciplinary action shall be taken against the erring employee.

The Board shall be responsible for administering progressive discipline in the case of the most senior staff person.

**Disciplinary Measures:**

1. **Verbal Warning:** This shall be the first step in the disciplinary process in the event of misconduct of a minor nature, or unsatisfactory work performance. most senior staff person or Supervisor shall discuss the point at issue with the employee in private and make him/her aware of the rule(s) being violated and/or performance problem. The employee shall be given the opportunity to offer an explanation or clarification and made aware of the improvements expected within a given time frame.
2. **Written Warning:** If the employee does not show the desired level of improvement in conduct and/or work or repeats the same infraction or commits a different one, a disciplinary meeting shall be called by the most senior staff person followed by a written warning to the employee. The employee will be required to countersign on a copy of the written warning acknowledging receipt, which shall be retained in the employee's personnel file.

If no further disciplinary action is found necessary after a period of six months, the warning shall be considered as expired and the issue resolved.

3. **Final Written Warning:** A final written warning shall be issued if the employee's conduct and/or work fails to improve even after progressive discipline has been administered or for a serious first offense. The same procedure shall be followed as for the first written warning. The final warning shall be a warning that any further act of misconduct and/or incompetence will result in a dismissal with appropriate notice. Employees shall be paid for the notice period.

If no further disciplinary action is found necessary after a period of twelve months, the warning shall be considered as expired and the issue resolved.

**The Right to Appeal:** An employee, who wishes to appeal against any disciplinary decision, should do so in writing, within ten working days of being notified of the decision.

**REVIEW OF HR POLICIES**

The Board of Directors will review the relevance and appropriateness of the organization's HR Policies March of every year, as per our annual planning and meeting cycle.

## **POLICY: Fundraising**

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### **INTRODUCTION**

Philanthropy and charitable gifts are critical to the success of the MSS in achieving its mission and goals. MSS shall follow ethical fundraising practices and shall manage all donations with transparency and honesty.

The privacy of all donors and prospective donors shall be respected by:

- Limiting the frequency of contact personally or via phone, email or any other mode in accordance with the wishes of the donor.
- Keeping their personal information and identity completely confidential, including the amount donated by each donor
- Honouring a donor's/prospective donor's wish to remain anonymous, unless disclosure is required by law
- Ceasing contact if the donor/prospective donor so wishes

The organization will not sell, rent, exchange, or share its donor lists with other parties. All fundraising activities on behalf of MSS shall be conducted with truthfulness and integrity ensuring complete disclosure of MSS activities, purposes for which funds are sought, and whether the entity seeking donations is an MSS employee, volunteer or a contracted third party. MSS will inform all potential donors that the organization can issue official income tax receipts.

### **FUNDRAISING**

Under no circumstances will MSS directly or indirectly pay finder's fees, commissions, or percentage compensation based on contributions.

All fundraising activities conducted by or on behalf of the organization must act in accordance with our code of conduct, and furthermore act with fairness, integrity, and in accordance with all applicable laws. All fundraising activities must be truthful, accurately describe the organization's activities, disclose the organization's name, disclose the purpose for which funds are requested, disclose the organization's policy with respect to issuing Official Income Tax receipts including any policy on minimum amounts for which a receipt will be issued; and disclose, upon request, whether the individual or entity seeking donations is a volunteer, employee or third party. Fundraisers must cease contacting a prospective donor who states that she or he does not wish to be contacted; and disclose immediately to the organization any actual or perceived conflict of interest or loyalty. Donations and/or gifts shall be accepted only for activities which are consistent with MSS mission and goals.

### **GIFT ACCEPTANCE**

MSS shall accept gifts for unspecified/unrestricted purposes as well as for designated specified purposes and programs of MSS.

In the form of cash, credit card payments, preauthorized bank or credit card payments, cheques and money orders. Credit card donations may be also made through Canada Helps.

- In kind, provided they conform to all legislative and CRA requirements. Gifts in kind shall be reviewed by engaging a legal counsel, as necessary. The MSS may also evaluate such gifts independently for estimation of their fair market value, where necessary.
- Deferred gifts, including bequests and gifts of life insurance policies and proceeds, reinsured gift annuities, charitable remainder trusts and such other gift arrangements as approved by the Board of Directors from time to time.

Where the proposed gift is a Planned Gift and/or we have reason to believe the proposed gift might significantly affect the donor's financial position, taxable income, or relationship with other family members, we will encourage donors to seek independent advice before making their donation.

#### **RESTRICTED GIFT POLICY**

Restricted gifts shall be used only for the purposes specified by the donor. However, if the Board or most senior staff person finds that the restrictions are not in compliance to MSS mission and policies, the donor shall be requested to modify or remove certain restrictions, failing which, the gift shall be respectfully returned/declined.

The Board of Directors or the most senior staff person, will review the terms of each restricted gift to ensure they do not hamper the usefulness and desirability of the gift. If a gift is deemed undesirable, the donor will be requested to remove or modify the restrictions.

#### **NAMING POLICY**

A letter of agreement will be required from the individual/business donating and the President of the Board. The letter of agreement will clearly define the terms and conditions of the agreement and for how long as well as the naming rights sponsorship benefits such as category exclusivity. The agreement will also describe any additional costs to support this relationship such as maintenance of the space, joint marketing initiatives and other items as negotiated.

#### **ENDOWMENTS**

A designated, named endowment may be established subject to the approval of the Board of Directors. The amount required for an individual endowment will depend on the objectives to be accomplished, and will be negotiated between the donor and the President of the Board.

Interest that accrues as a result of the endowment will be used for organizational expenses.

#### **REVIEW OF FUNDRAISING POLICIES**

The Board of Directors will review the relevance and appropriateness of MSS Fundraising Policies March of every year, as per our annual planning and meeting cycle.



## **POLICY: Volunteers**

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### **INTRODUCTION**

From its inception, MSS has been a volunteer-based organization. We rely on volunteers to serve on the Board of Directors, as well as to organize and facilitate MSS programs and community initiatives. The following policies and procedures define and support the involvement of volunteers. The following section will deal with the recruitment and retention of volunteers, volunteer orientation and training, youth volunteers, and highly skilled volunteers.

### **APPLICATIONS**

- See Volunteer Application Form

### **SUPERVISION**

- The designated volunteer coordinator will be responsible for supervision of and regular communication with volunteers.

### **CONFIDENTIALITY**

Volunteers are required to sign and abide by the code of conduct.

### **FEEDBACK AND EVALUATION**

- All volunteers are given regular opportunities to offer and receive feedback.
- Volunteers who are engaged in delivering programs or services receive a level of supervision appropriate to their role.
- Description of feedback mechanisms used with volunteers
  - Volunteer Assessment of the Program Form
  - Volunteer Appraisal Form

### **RECOGNITION**

The volunteer coordinator will determine appropriate and meaningful recognition on an individual basis for MSS volunteers. Volunteers are invited to request a performance evaluation and goal-setting plan from their staff contact.

### **RISK MANAGEMENT**

During the volunteer screening process, MSS aims to ensure that the volunteer is properly trained for their role and understands what is expected from them. Every effort will be made to place a new volunteer in a role which is suitable and safe for them and for those they will be interacting with.

Part of the screening process also deals with risk assessment, particularly when:

- Working with children, young people or vulnerable adults
- Unsupervised volunteers
- Visiting a client's home

Volunteer screening is a continuous process, taking into account regular feedback and evaluations to determine whether a particular role is still appropriate for a volunteer, and recording any changes.

#### **ORIENTATION**

Volunteers will be provided with appropriate orientation to the organization and its policies and practices, and receive training appropriate to their roles and needs. Each volunteer will be provided with a clear and detailed written role description, the volunteer manual, safety training, site orientation, and any other information particular to their role.

#### **EXPENSES**

If volunteers incur expenses related to their experiences within MSS, it will be made clear to them ahead of time what they will be reimbursed for, and there will be a tracking method to record these transactions.

#### **CONFLICT RESOLUTION**

Refer to MSS's Conflict of Interest Policy for Board, Staff & Volunteers.

#### **DISMISSAL**

Volunteers who do not follow policies and procedures of the organization, or who fail to satisfactorily perform their agreed upon volunteer assignments may be subject to dismissal. A volunteer will not be dismissed until the volunteer has been provided with an opportunity to discuss the reasons for possible dismissal with the staff member responsible for the volunteer. Wherever possible, MSS will endeavour to take progressive corrective action; however, grounds for immediate dismissal may include, but are not limited to: abuse or mistreatment of clients or colleagues, failure to abide by organization policies and principles, theft of property or deliberate misuse of organization equipment or materials, and being intoxicated while actively volunteering.

#### **REVIEW OF VOLUNTEER POLICIES**

The Board of Directors will review the relevance and appropriateness of the organization's Volunteer Policies March of every year, as per our annual planning and meeting cycle.

## **POLICY: Risk Management**

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### **INTRODUCTION**

Muslim Social Services is subject to certain risks that affect our ability to operate, serve our clients, and protect assets. These include risks to employees and volunteers, liability to others, and risks to property.

Controlling these risks through formal processes is necessary for the well-being of the organization, its clients, volunteers, and employees. The jobs and services the organization provides, the safety of the workplace and other benefits all depend to an extent on our ability to control risks.

### **STRATEGIC RISK**

During the organization's annual strategic planning session, the board of directors will identify, assess, and document the risks associated with the strategic direction of the organization, taking into account changes in government policy, competition, or changes in community needs reflected in community needs assessments and surveys.

### **OPERATIONAL RISK**

The organization is exposed to various forms of risk through its four primary assets:

- People: board members, volunteers, clients/participants, and donors
- Property: facilities, equipment, contents, important papers
- Income: grants, contributions, contracts
- Goodwill: reputation, ability to raise funds, stature in the community, appeal to prospective volunteers and staff

The board governance sub-committee shall meet at least annually to address strategic and operational risk management. The organization shall:

- Evaluate exposure to senior staff and officer liability and consider steps to minimize such risks;
- Ensure adequate insurance coverage and display of current Employers' Liability certificate, including having public liability insurance covering general risks such as fire, theft, flooding and legal action;
- Ensure no board member receives any compensation, gifts, or personal benefit from their position on the board of directors;
- Maintain accurate and secure financial records and information and comply with income tax, national insurance, and other tax regulations;
- Maintain bank accounts, loans, overdrafts and investments according to agreements (including reserves, ethical considerations and risk);
- Review and approve asset acquisitions, divestitures, and strategic partnerships and alliances, or any other material transaction not in the ordinary course of business; and

- Ensure the board monitors that the organization is in compliance with all relevant laws, regulations, reporting and contractual requirements and reports on this compliance at least annually.
  - Operations of non-profit and charitable organizations are governed by the organization's bylaws, letters patent, governance or policy manuals, and the statute under which the organization is incorporated.

Further to legal compliance, the board shall ensure:

- Compliance with governing documents;
- Provincial and federal charities acts;
- Employment legislation;
- Essential organizational policies such as data protection and health and safety;
- Fundraising law; and
- Compliance with lease, license, and tenancy agreements.

Operations of non-profit and charitable organizations are governed by the organization's bylaws, letters patent, governance or policy manuals, and the statute under which the organization is incorporated.

In order to ensure the organization is adhering to the documents noted above, the Secretary is responsible for having a copy of the bylaws and procedures at hand for each meeting of the Board as reference and to ensure the organization is in compliance with the organization's approved policies and procedures. The Treasurer will be responsible for ensuring the organization is in compliance with issues affecting finances, taxation and CRA legislation. On an annual basis, the Secretary will lead the governance sub-committee, comprised of no more than 3 members and including at least one staff member, in a review of the documents stated above. It is the role of the Secretary to stay abreast of changes in laws and regulations that could impact the organization's operation and to bring forward to the Board of Directors any required amendments to policy for approval.

## **POLICY: Privacy**

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### **INTRODUCTION**

The organization is committed to protecting the privacy of the personal information of its employees, volunteers, members, clients, donors, and other stakeholders.

### **DEFINING PERSONAL INFORMATION**

Personal information is any information that can be used to distinguish, identify, or contact a specific individual.

We consider donor and volunteer information always to be personal information, and do not disclose information about donors or volunteers without consent or share our donor list with other organizations.

MSS observes the following practices when collecting, maintaining and using personal information:

- **Consent:** An individual's consent is required regarding the collection and use of personal information. Consent can be either express or implied and can be provided directly by the individual or a parent/guardian if the subject is a minor.
- **Limited Use, Disclosure and Retention:** Personal information will not be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law. Personal information will be retained only as long as necessary for the fulfillment of those purposes.

### **ONLINE PRIVACY POLICY**

The organization has provided a virtual Privacy Policy for users of the MSSWR website. The policy is written as follows.

At Muslim Social Services, we are committed to protecting your privacy and ensuring the security of your personal information. This Privacy Policy outlines how we collect, use, disclose, and safeguard your data. By using our website, you agree to the terms of this policy.

#### **1. Information We Collect**

We may collect various types of information, including but not limited to:

- **Personal Information:** This may include your name, email address, phone number, and other contact details when you voluntarily provide them for purposes such as subscribing to our newsletter or making a donation.
- **Usage Data:** We collect information about your interactions with our website, such as the pages you visit, your IP address, browser type, and referring pages.

#### **2. How We Use Your Information**

We use the information we collect for the following purposes:

- To provide you with our services, including responding to your inquiries and requests.
- To improve our website and customize content based on your preferences.
- To send you updates, newsletters, and information about our programs and events, if you've opted in to receive them.
- To analyze website usage and improve our services.

### 3. Information Sharing

We do not sell, rent, or trade your personal information to third parties. However, we may share your information with trusted partners. Funders and service providers who assist us in operating our website and delivering our services. These parties are also committed to protecting your privacy.

### 4. Your Choices

You have the right to:

- Access your personal information and request corrections or updates.
- Opt out of receiving marketing communications from us.

### 5. Security Measures

We implement appropriate security measures to protect your personal information from unauthorized access, disclosure, alteration, or destruction.

### 6. Changes to this Privacy Policy

We may update this Privacy Policy to reflect changes in our practices or for legal compliance. Any changes will be posted on this page, and the date of the last update will be modified accordingly.

### 7. Contact Us

If you have any questions, concerns, or requests related to your privacy or this Privacy Policy, please contact us at: [info@muslimsocialserviceskw.org](mailto:info@muslimsocialserviceskw.org)

## **REVIEW OF PRIVACY POLICIES**

The Board of Directors will review the relevance and appropriateness of the organization's Privacy Policies in March of every year, as per our annual planning and meeting cycle.

## **POLICY: Complaints**

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### **INTRODUCTION**

Complaints received, whether from a client, employee, or a volunteer shall be dealt with in a fair, impartial and respectful manner and resolved within a reasonable time frame.

### **PROCESS**

If, in the opinion of an employee/volunteer, s/he has been treated unfairly and/or has been discriminated against or harassed in any manner, in contravention of the MSS policies and code of conduct, s/he can submit a written complaint to the Founding Director.

If the matter is not resolved by the Founding Director within the next ten working days or the employee/volunteer is not satisfied with the outcome, the matter may be forwarded to the Chair.

Complaints or any dissatisfaction expressed by clients/visitors with respect to MSS service(s) must be taken in writing and resolved within the next ten working days by the most senior staff person, or if the most senior staff person is the subject of the complaint, by the Chair.

A complaints summary report will be presented to the board by the most senior staff person in September of each year as per our annual meeting and planning cycle.

### **REVIEW OF COMPLAINTS POLICIES**

The Board of Directors will review the relevance and appropriateness of the organization's Complaints Policies in March of every year, as per our annual planning and meeting cycle.

## **POLICY: Conflict of Interest**

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### **INTRODUCTION**

A conflict of interest would arise where one may derive benefit from such actions or decisions made in an official capacity which undermine, are detrimental to, or are in conflict with the policies of MSS. The potential benefit, financial or otherwise, may be personal or for family member(s) and/or other relatives, business associates, or friends.

A Board member or any employee who finds him/herself to be in a position of conflict of interest must disclose it immediately to the Board using the Conflict of Interest Disclosure Form.

### **PROCESS**

At each Board meeting, the Chair shall ask Board members to declare any conflict of interest in any of the issues under discussion or in any other matter concerning MSS. The Board will determine whether or not a conflict of interest exists in the case of Board members, and the decision made, whatsoever, shall be final.

For staff, potential conflict of interest shall be reported to the most senior staff person, who will determine whether or not a conflict of interest exists. For volunteers, potential conflict of interest shall be reported to the supervising staff member, who will determine whether or not a conflict of interest exists.

All members of the organization shall be provided with the organization's conflict of interest policy prior to beginning their engagement with the organization and will be asked to sign a memorandum of understanding indicating their commitment to declaring suspected conflicts of interest.

### **REVIEW OF CONFLICT OF INTEREST POLICIES**

The Board of Directors will review the relevance and appropriateness of the organization's Conflict of Interest Policies March of every year, as per our annual planning and meeting cycle.



## **POLICY: Discrimination, Harassment, Equity and Inclusion**

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Muslim Social Services Waterloo Region (MSSWR) is committed to providing a working environment where all individuals are respected, valued and have equal opportunities to contribute and participate. At MSSWR, harassment and discrimination will not be tolerated, and any proven claim of harassment and discrimination will be dealt with appropriate disciplinary actions, leading up to termination of employment if needed.

MSSWR is committed to a comprehensive strategy to address discrimination, racism and harassment and pursuing these commitments in ways that value all members of staff, students, volunteers, board members and the broader community whom we serve and with whom we collaborate:

- Elimination of racism at every level of organizational governance
- Engendering, through its policies, procedures, practices and structures, an anti-racist and rights-based culture, which includes respect for human dignity and diversity
- Offering training and building awareness to ensure everyone in the organization understands their rights and responsibilities.
- Providing effective and fair procedures for complaints
- Promoting an organizational culture to always uphold appropriate code of conduct.
- Promoting equality of opportunity and good relations between members of different racial, cultural and religious groups and communities

MSSWR is committed to diversity and social inclusion and to meeting its obligation under Ontario's Human Rights Code (Code), and Ontario's Accessibility for Ontarians with Disabilities Act (AODA) by providing welcoming program sites and workplaces that respect the rights of every individual.

MSSWR is an "Equal Opportunity Employer." The employer will not discriminate and will take "**affirmative action**" measures to ensure against discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of age, creed (religion), sex, sexual orientation, gender identity, gender expression, family status, marital status, disability, race, ancestry, place of origin, ethnic origin, citizenship, colour, record of offences, association or relationship with a person identified by one of the above grounds or perception that one of the above grounds applies.