



Volunteer & Staff Management Policy

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1. Planning

1.1. Value of Volunteers & Staff

- 1.1.1. Paddle Alberta relies on the efforts of volunteers and staff to provide its services and support its mandate. We value their involvement and appreciate their hard work. Volunteers and staff have a right to be treated respectfully and with sensitivity to their particular strengths, capabilities, limitations, and needs.

1.2. Insurance

- 1.2.1. Directors and Officers insurance is in place for all volunteer board members and staff of the Society. The organization does not guarantee that coverage will be applicable or sufficient in all situations. Volunteers may wish to contact Paddle Alberta or their personal insurance carrier for further information.
- 1.2.2. Group Sport Liability insurance is available to the Society's member clubs and NFPs. It's the responsibility of the member clubs and NFP's to manage their volunteers under their defined scope of duties that follow best practices.
- 1.2.3. Optional property and Directors and Officers insurance is available for member clubs to apply for on their own behalf.

1.3. Harassment and Abuse policy

- 1.3.1. Harassment and/or Abuse in any form are strictly prohibited and may be grounds for termination. Refer to the Harassment Policy (see Appendix 4).

2. Recruitment

2.1. Wellness and Health

- 2.1.1. Paddle Alberta acknowledges its obligation to provide a safe environment for all volunteers, participants, and staff. A volunteer who cannot carry out regular duties effectively or safely may be (temporarily) reassigned until other work is available or (temporarily) suspended from his/her volunteer duties.
- 2.1.2. Paddle Alberta recognizes that persons with an (chronic) illness or disability may wish to engage in as many pursuits as their condition allows, including volunteer work. As long as these volunteers are able to meet the organization's performance standards and medical evidence indicates that their condition is not a threat to themselves and others, these volunteers are welcome in our organization.
- 2.1.3. Paddle Alberta will treat all health information confidentially and will only disclose information about a volunteer's health status where there is informed consent from the volunteer or a legal obligation to do so.

2.2. Diversity and Inclusion

- 2.2.1. Paddle Alberta is committed to supporting a diverse working board of directors and volunteers that reflects the qualities and differences of the broader population it serves. Paddle Alberta is equally committed to an inclusive work space that welcomes, respects and values the diversity of employees and volunteers and supports them to actively engage in the workplace and achieve their full potential. Paddle Alberta will work toward a barrier free workplace and support and foster a diversity of perspectives with the aim of providing programs and services to meet the diverse needs of all Alberta paddlers.

3. Orientation and Training

3.1. Code of conduct

- 3.1.1. All volunteers are required to agree to be bound by the applicable volunteer code of conduct (see Appendix 1, 2) and abide by the letter and spirit of the organization's policies.

3.2. Accountability/Lines of Communication

- 3.2.1. Each volunteer member has a committee chair or the Board.
- 3.2.2. If a volunteer has a concern regarding his/her supervisor or the flow of information, he/she can bring this to the attention of another appropriate representative of the organization.

3.3. Authority

- 3.3.1. Prior to any action or statement that might significantly affect or obligate the organization, volunteers should seek prior consultation and approval from appropriate staff or supervisor. These actions may include, but are not limited to; public statements to the media, lobbying efforts, collaborations or joint initiatives with other organizations, or any agreements involving legal, financial, or contractual obligations.
- 3.3.2. Personal opinions expressed by volunteers of the organization that are not endorsed by the organization may not appear on official letterhead, nor be presented in such a manner that it appears to represent the organization's opinion.

3.4. Absenteeism, Leave of Absence, Substitution

- 3.4.1. Volunteers are expected to perform their duties on a reliable basis. When unable to meet their commitments, volunteers need to inform the Personal Committee as far in advance as possible so that alternate arrangements can be made to ensure sufficient support of both Paddle Alberta and the volunteer.
- 3.4.2. Staff are to work for the hours and duration outlined in their Annual Staff Contract. If any leave of absences are required, staff will contact the Personal Committee to notify them of the reason and work with the committee to make sure all work required during that time is covered by another capable person.

3.4.3. person.Confidentiality

3.4.4. Volunteers are expected to respect and maintain the confidentiality of information about participants, volunteers and staff gained through the role or presence as a volunteer within our organization.

3.4.5. Information gained through the volunteer role within our organization is strictly confidential except under the following circumstances:

3.4.5.1. There is a legal obligation for staff/volunteers to provide information when required to do so.

3.4.5.2. There is an obligation for staff/volunteers to inform the appropriate authorities if there is reason to believe that the safety or wellbeing of participants is at risk.

3.4.6. Staff/volunteers are required to inform the organization and/or appropriate authorities if there is potential for danger to self or others.

3.5. Conflict of interest

3.5.1. When a situation of (perceived) conflict of interest occurs, the volunteer or staff person shall report this to the Personal Committee for further consultation. (See Appendix 5)

3.5.2. Volunteers and staff should be aware of and adhere to the regulations or restrictions imposed on the organization. (See Appendix 5)

4. Supervision

4.1. Discipline

4.1.1. Volunteers and staff who fail to adhere to the policies and procedures of the organization may face disciplinary action, including dismissal.

4.1.2. The organization believes in fairness and openness and volunteers and staff can expect a commitment to resolving conflict and receiving supportive and constructive criticism.

4.2. Immediate Dismissal

4.2.1. The organization values a collaborative work environment and will attempt to respectfully resolve conflict or problem situations. However, our priorities are the safety and well-being of our participants, volunteers and staff and the integrity of the organization. If a volunteer or staff person commits a dangerous or harmful act, they may be dismissed immediately and without warning.

4.2.2. Grounds for immediate dismissal may include (but are not limited to):

- Gross misconduct or insubordination
- Committing a criminal offense (theft, assault, vandalism, etc)
- Acts of abuse, mistreatment or violence

- Being under the influence of alcohol or drugs

4.3. Grievance/Complaint procedure

- 4.3.1. Every effort will be made to resolve conflict amicably and cooperatively. Volunteers and staff have the right to address concerns with the Personal Committee.
- 4.3.2. Where possible, confidentiality shall be maintained.
- 4.3.3. A complaint can be made verbally or in writing.

5. Financial Policy

5.1. Authority

- 5.1.1. The Board of Directors is ultimately responsible for the financial management of all activities of the Society. The Treasurer is authorized to act on the Board's behalf on financial matters when action is required in advance of a meeting of the Board of Directors.
- 5.1.2. The Executive Director is responsible for the day-to-day financial management of the organization. The Board authorizes the Executive Director to hire independent consultants, pay bills, receive funds, and maintain bank accounts.
 - The Executive Director is not allowed to sign their own paycheque or Gaming Account cheques.
 - The Executive Director or other designated signee is allowed to sign General Account cheques up to \$1000 as a single signer. Cheques for amounts greater than \$1000 shall require 2 signatures.
 - The Executive Director is authorized to enter into contracts for services that have been approved by the Board as a part of budgets or plans. The Board of Directors must authorize any contracts outside of these parameters.
 - The Executive Director is authorized to manage expenses within the parameters of the overall approved budget, reporting to the Finance Committee and/or Treasurer on variances and the reason for these variances.

5.2. ED Responsibilities

- 5.2.1. The Executive Director's responsibilities shall:
 - Receive, process, and disburse funds under controls that are sufficient to maintain basic segregation of duties to protect bank accounts, income receipts, and payments.
 - Account for Casino funds separately from General funds, and clearly define the restrictions applicable to these funds.
 - Pay all obligations and file required reports in a timely manner.

- Make no contractual commitment for corporate credit cards without specific approval of the Board.
- Plan and carry out suitable protection and maintenance of property and equipment.
- Protect intellectual property, information, and files from unauthorized access, tampering, loss, or significant damage.

5.2.2. The Board of Directors and/or Treasurer shall review financial reports at each board meeting.

5.3. Grants and Subsidy Programs

5.3.1. Org Member Subsidy Program

- Program is open to NFP and Club org members of Paddle Alberta.
- Fund amounts cannot include GST. The sum of the funds requested must be within the sum of the earned-credits during the same casino cycle.
- Credit earned from volunteering at the Casino is \$300/shift, on the Board and committees \$500/position, or \$300/org with a rep at a PA AGM.
- Copy of receipts must be provided and made out to the Paddle Alberta Member Org/Club, and be dated the same year as the subsidy application.
- When requesting funds payout, the cheque will only be issued upon Paddle Alberta receiving the signed application form with copies of receipt(s). Subsidy cheques will be written to the Paddle Alberta Member Organization, not to an individual
- Each Paddle Alberta NFP Member Organization can decide how much to allot their earned funds within the following categories, Paddle Sport Equipment, Instructor/Leadership Development, Building and Facility development, additional subsidy for Insurance Program.

5.3.2. Instructor Upgrade and Maintenance Subsidy

- This subsidy is available to current Paddle Canada and Paddle Alberta Instructors that have been Instructor members for at least one full year and who live in and teach paddling in Alberta.
- Subsidy can assist instructors in maintaining their current certifications, or attaining a higher certification level. Also includes Instructor/skills certification in an additional paddling or safety/environment discipline.
- Approved courses are all non-concurrently PA subsidized; Paddle Canada Instructor Certification, Skills courses and, PD/Maintenance* clinics.

Other approved courses are:

- Nationally or Provincially recognized Swift Water Rescue certification or training courses.
- Nationally recognized Wilderness First Aid certification courses.
- Leave No Trace master educator or trainer certification courses.
- Interpreter Guides Association Courses relevant to paddle guides.
- Outdoor Council of Canada Course - Field Leader
- River Kayak Instructor certification is NOT an approved course stream for subsidy and Instructors should contact the Alberta Whitewater Association for information and support.
- To qualify for the subsidy, Instructors must complete ONE volunteer task from the following: (Note: PD/Maintenance Clinics* are EXEMPT from this requirement)
 - Volunteering for 8 hours for a local paddling club/organization or activity. Submit to Paddle Alberta, a signed letter from a Paddle Alberta Member Club/Organization that details the date and volunteer task completed; or,
 - Volunteering one shift at the bi-annual Paddle Alberta Casino; or,
 - Attendance at one Paddle Alberta AGM; or,
 - Actively complete the duties of a Paddle Alberta Executive member or a Paddle Alberta Committee member for one year.
- Each instructor may qualify for one subsidy per year and must submit a list of all eligible courses completed and passed in that calendar year on one application form and submit with a copy of receipt(s) by November 1st. Only expenses incurred in the current calendar year are eligible. Maximum subsidy is 50% of the course(s) costs up to \$300 per year. Annual Membership fees in above named certification associations do not qualify.

5.3.3. Special Project/Event Funding Program

- Special Event Funding Request applications are open to Club and NFP Org members of Paddle Alberta.
- Funding request application forms (**see Appendix 6**)
- Funding requests are submitted to the appropriate PA Committees for consideration.

Appendix 1

Canadian Code for Volunteer Involvement

VALUES FOR VOLUNTEER INVOLVEMENT

Volunteer involvement is vital to a just and democratic society. It fosters civic responsibility, participation, and interaction.

Volunteer involvement strengthens communities. It promotes change and development by identifying and responding to community needs.

Volunteer involvement mutually benefits both the volunteer and the organization.

It increases the capacity of organizations to accomplish their goals, and provides volunteers with opportunities to develop and contribute.

Volunteer involvement is based on relationships. Volunteers are expected to act with integrity and be respectful and responsive to others with whom they interact.

GUIDING PRINCIPLES FOR VOLUNTEER INVOLVEMENT

Volunteer organizations recognize that volunteers are a vital human resource and will commit to the appropriate infrastructure to support volunteers.

The organizations' practices ensure effective volunteer involvement. The organization commits to providing a safe and supportive environment for volunteers.

Volunteers make a contribution and are accountable to the organization.

Volunteers will act with respect for beneficiaries and the community. Volunteers will act responsibly and with integrity.

ORGANIZATION STANDARDS FOR VOLUNTEER INVOLVEMENT

- The boards of directors and senior management acknowledge and support the vital role of volunteers in achieving the organization's purpose or mission.
- Policies and procedures are adopted by the organization to provide a framework that defines and supports the involvement of volunteers.
- Volunteer assignments address the purpose of the organization and involve volunteers in meaningful ways — reflecting their various abilities, needs and backgrounds.
- Volunteer recruitment and selection reaches out to diverse sources of volunteers.
- Volunteers receive an orientation to the organization, its policies and procedures, and receive training for their volunteer assignment.
- Volunteers receive appropriate levels of supervision according to their task and are given regular opportunities to receive and give feedback.
- Volunteers are welcomed and treated as valuable and integral members of the organization's human resources.
- The contributions of volunteers are regularly acknowledged with formal and informal recognition methods.

Appendix 2

In the interest of the participants that Paddle Alberta serves, volunteers commit to observing the following code of conduct:

Volunteer Code of Conduct

- **Treat everyone fairly** within the context of their activity, regardless of gender, ethnic background, colour, sexual orientation, religion, political belief, or economic status;
- Agree to conduct yourself in a manner consistent with the position as a **positive role model**, and as a representative of Paddle Alberta;
- **Follow** the Paddle Alberta By-Laws
- **Respect the privacy and dignity** of others by not divulging confidential information without consent.
- Consistently **display high personal standards** and project a **favourable image** of paddling in Alberta and of volunteering.
- **Refrain** from **public criticism** of fellow members.
- **Refrain** from the use of profane, insulting, harassing or otherwise **offensive language** while volunteering.
- Regularly seek ways of **increasing professional development** and self-awareness.

I agree to abide by the code _____ (Signature of Volunteer)

Dated: _____

Appendix 3

Harassment

Paddle Alberta wants to provide a harassment-free environment for its members, employees, board of directors, and volunteers. Mutual respect, along with cooperation and understanding, must be the basis of interaction between members and staff. Paddle Alberta will neither tolerate nor condone behavior that is likely to undermine the dignity or self-esteem of an individual, or create an intimidating, hostile or offensive environment.

There are several forms of harassment but all can be defined as any unwelcome action by any person, whether verbal or physical, on a single or repeated basis, which humiliates insults or degrades. “Unwelcome,” for the purposes of this policy, refers to any action which the harasser knows or ought too reasonably know is not desired by the victim of the harassment.

Specifically, racial harassment is defined as any unwelcome comments, racist statements, slurs, jokes, graffiti or literature or pictures and posters which may intentionally or unintentionally offend another person.

Sexual harassment is any unwanted attention of a sexual nature such as remarks about appearance or personal life, offensive written or visual actions like graffiti or degrading pictures, physical contact of any kind, or sexual demands.

Workplace Violence

Workplace violence can be defined as a threat or an act of aggression resulting in physical or psychological damage, pain or injury to a worker, which arises during the course of work. Further to the definition of violence, is the definition of abuse. Abuse can be verbal, psychological or sexual in nature. Verbal abuse is the use of unwelcome, embarrassing, offensive, threatening or degrading comments. Psychological abuse is an act which provokes fear or diminishes a person’s dignity or self-esteem. Finally, sexual abuse is any unwelcome verbal or physical advance or sexually explicit statement. Paddle Alberta Society has a zero-tolerance limit with regard to harassment and violence. Employees or volunteers engaging in either harassing or violent activities will be subject to discipline, which may include termination of employment, removal from Boards or committees and possibly criminal charges.

Dispute Resolution

Regrettably, conflict can occur in any working environment. In an effort to resolve conflict in an expedient, yet fair manner, Paddle Alberta Society recommends the following process for conflict or dispute resolution.

- Speak to the person you are having the dispute with. Many times, disputes arise due to misunderstandings and miscommunications.
- If speaking to the individual does not work, speak to the President/Vice President. The President/Vice President will arrange a meeting between those involved in the dispute, to determine a resolution.
- If the President/Vice President is unable to resolve a dispute, the parties may be referred to mediation by an outside third party. The resolution of the mediator is binding on both parties of the dispute.

Appendix 4

Critical Incident Form

Volunteers and staff will report any incident, accidents, injuries or hazards where there was any risk to personal or property safety, or which might lead to a claim against Paddle Alberta's Liability insurance policies including violence, theft, inappropriate behavior, abuse or any potentially unsafe situation to the Board and/or supervisor immediately and by completing of the following information:

Date: _____ Time: _____

Name of person completing report: _____

Title: _____ Phone: _____

Location of incident: _____

Name and contact information of person(s) involved: _____

Description of incident:

If applicable, describe the nature/extent of injury or property damage:

Appendix 5

Conflict of Interest Policy

Introduction

The standard of behavior within Paddle Alberta is that all staff and volunteers scrupulously avoid conflicts of interest between the interests of Paddle Alberta on one hand, and personal, professional, and business interests on the other. This includes avoiding potential, and actual conflicts of interest, as well as the perception of conflicts of interest.

Declaration

I understand that the purpose of this policy is to protect the integrity of Paddle Alberta's decision-making process, to enable our members to have confidence in our integrity, and to protect the integrity and reputations of volunteers and staff. Upon or before election, hiring or appointment, I will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business or other non-profit affiliations), my family and/or my significant other, employer, or close associates will receive a benefit or gain. After disclosure, I understand that I will be asked to leave the meeting for the discussion and will not be permitted to vote on the question.

I understand that this policy is meant to supplement and not replace good judgment, and I will respect the spirit of this policy as well as its wording.

At present my interests, relationships and holdings that could potentially result in a conflict of interest with Paddle Alberta as an employee or volunteer include:

Name: _____ Position: _____

Signed: _____ Date: _____

Appendix 6

Funding Request for Special Project/Event

Organization Name: _____

Primary Contact Name: _____

Contact Phone: _____ Email: _____

Organization/Club Address: _____

Date(s) of Event/Project: _____ Application Date: _____

Location of Event/Project: _____

Date Funding is Required: _____

1. Provide a brief summary and rationale for your event or project:

2. Check any areas you believe your project/event aligns with Paddle Alberta Goals:

Primarily supports (check all that apply):

- Canoeing
- Kayaking
- SUP
- Other _____

Primarily supports (check all that apply):

- Public Ed
- Specific Club/Org
- Instructors
- Instructor Trainers
- Other _____

Promotes Paddling Safety (check all that apply):

- To the general public
- Targeted to specific group
- Supports Accessible Paddling in Alberta
- Promotes Paddle Canada Paddling Programs
- Supports Leave No Trace Programs
- Maintenance or Development of Paddling Infrastructure
- Paddling facility maintenance/renovation of a facility
- Increase number of female Instructor Trainers and/or Instructors
- Supports the development of touring and tripping infrastructure or resources
- Other: _____

3. Please provide a complete budget for this event or project. Indicate all expected expenses, and revenue sources, including all other grants applied for, or to be applied for.

For Paddle Alberta Executive Use Only

Approved: _____ Denied: _____ Partial Approval: _____

Committee Comments: