



# MASTER POLICY DOCUMENT (September 2017 Version)

**Board Recruitment (January 2014)**  
**Confidentiality (August 2013)**  
**Conflict of Interest (Directors) (January 2014)**  
**Conflict of Interest (Employees) (September 2013)**  
**Emergency Preparedness (Sept. 2015)**  
**Financial Aid: Bursary (November 2015)**  
**Financial Aid: Short Term Financial Aid (September 2012)**  
**Financial Systems: Banking (June 2012)**  
**Financial Systems: Budgeting (July 2014)**  
**Financial Systems: Electronic Payment/Transaction Policy (November 2015)**  
**Financial Systems: Fee Payment Policy (November 2015)**  
**Financial Systems: Purchasing (September 2012)**  
**Financial Systems: Reporting (June 2012)**  
**HR Involvement and Communication (September 2013)**  
**Inclusion Policy and Procedures (March 2017)**  
**Organizational Structure (July 2014)**  
**Workplace Bullying and Harassment Policy (September 2016)**

## Board Recruitment Policy

---

### Purpose of this policy

The Bowen Children's Centre's success relies on:

- a hardworking, passionate, and stable Board of Directors who collectively offer a range of relevant skills and knowledge to BCC's mission and strategy; and
- an open and transparent process for recruiting and electing new Board members from our local community.

### Policy

1. **Composition** The BCC Board aims to maintain a total of 8-10 members at any given time, with 6 members at a minimum.
2. **Length of term** Individual members' Board terms begin and end at BCC's Annual General Meeting each fall. Board Members are expected to be willing to serve a minimum of two terms and a maximum of four terms or longer, if appropriate.

3. **Annual determination of Board open seats** No later than three months before the Annual General Meeting, each Board member will confirm with the President whether they intend to stand for re-election to the Board for the upcoming year. The Board will then determine:
  - a. the number of open seats on the Board, if any; and
  - b. for those open seats, the skills or knowledge it requires or desires in order to fulfill BCC's mission and current strategy.
  
4. **Advertising Board open seats** Starting no later than six weeks before the Annual General Meeting, the Board will advertise any open seats in *BCC News*, on BCC's website, on a notice posted in BCC's building and in the After School Club's facility and, if warranted, within the broader Bowen Island community.
  
5. **Nominations for open Board positions** No later than two weeks before the Annual General Meeting, an individual who wishes to be a candidate in the election of directors must submit an application to the President or the Executive Director. Each written application must address the criteria set out in the notice of open seats, which will generally include:
  - qualifications for the Board's required or desired skills/knowledge;
  - relevant work and volunteer experience;
  - ability to participate actively on the Board; and
  - any existing or potential conflicts of interest, including those with other professional or volunteer work.

Written applications must also include contact details for two references (at least one of whom should be local) who can speak to the applicant's qualifications. An individual who has previously met the qualifications for candidacy need only resubmit an application if their previous application is no longer accurate.
  
6. **Applicants' eligibility** After the application deadline, the Board (or its appointed Nomination Committee) will review each applicant to ensure that they are eligible to stand. The President will contact any applicants deemed ineligible (because of a conflict of interest, for example). Conflicts of interest include, but are not limited to: the candidate or an immediate family member of the candidate is paid by BCC as a staff member, consultant, or independent contractor; or the candidate is on the board or management team of another Bowen childcare centre.
  
7. **Advertising Board candidates** No later than one week before the Annual General Meeting, the Board will inform the BCC membership about the slate of candidates standing for the upcoming Board election, including a short bio of each candidate.
  
8. **Electing members at the AGM** Board members for the upcoming year will be elected by BCC members at the AGM, as follows:
  - a. **Introduce the candidates** The President/Executive Director will introduce each candidate.

- b. **Where there are more candidates than available positions**, members will vote using a ballot paper listing candidates' names—one vote for each director position. Positions will be filled by the candidates who receive the most votes.
- c. **Where there are the same number of candidates as available positions**, the members will vote for the slate of candidates. To be elected, candidates must be elected by a majority of votes.

<b>Related policies</b>	<b>This policy approved</b>
	<b>January 15, 2014</b>

# Confidentiality Policy

---

## Why Confidentiality is Important

Confidentiality is essential to establishing and maintaining trusting and lasting relationships among parents/legal guardians and childcare professionals. As Bowen Children's Centre's staff members build relationships with parents/legal guardians of children in their care, they may be told or given personal information about them or their child that is not widely shared. Staff members may also be in a position to make observations about a child's development that parents/legal guardians would consider private and sensitive information.

This policy aims to ensure that all parents/caregivers can share their information in the confidence that it will only be used to enhance the welfare of their children. Similarly, parents/caregivers have a right to expect that any observations made by staff members about their child's development will only be used to enhance the welfare of that child. Identifying and protecting confidential information are the cornerstones to achieving these critical aspects of excellent childcare.

## Identifying Information That Must Be Treated As Confidential

Confidential information at Bowen Children's Centre refers to all verbal and written information about potential, enrolling and former:

- children and families
- employees

that is personal, private, or otherwise of a sensitive nature and not widely shared. Examples of confidential information include, but are not limited to: what is happening at a child's home; sensitive information about a child's past or present emotional or social development; financial issues; medical issues; enrolment forms; contact information; consent forms; parent conferences; and observation logs. Any staff member who is uncertain about whether particular information is confidential shall treat it as confidential and seek additional guidance from the Executive Director.

## Protecting Confidential Information

No confidential information may be released about a child and the enrolling parent/guardian without first receiving written permission from the enrolling parent/legal guardian.

Staff members may share confidential information with one another, and with the Executive Director, only as it pertains to their work within the Centre and to a child's wellbeing.

Confidential information must be communicated in a concise and informative manner with the people who need to be informed. For example, it is appropriate to say "Harry's mom wanted me to let you know she is getting a divorce and she would like it if we could give him some extra attention and patience as this will be a difficult time for his family." It is unprofessional and inappropriate to gossip about a child or his family. For example, to say

“Did you hear Harry’s mom is getting a divorce? What do you think happened?” would be unprofessional and inappropriate.

Staff members must be particularly sensitive to unintentionally disclosing confidential information when discussing how children at the Centre interact. For example, a parent might say to a staff member, “Nick has been complaining that little Nora has been losing her temper and knocking down his blocks. What’s the story with Nora?” Rather than discussing Nora’s history of block-knocking and the possible developmental or personal reasons for her behaviour, the staff member should instead keep the focus on what can be done to make Nick feel more comfortable and secure, such as paying extra attention to him when he is playing with blocks. Only if Nora’s parent/legal guardian were to provide prior written consent would the staff member be permitted to discuss Nora’s behaviour in greater detail with Nick’s parent. By treating this information as confidential, the staff member is preserving the trust that Nora’s parent/legal guardian has that little Nora’s history and development will not be a topic of conversation with a third party without their knowledge or consent.

This policy is not intended, of course, to stifle the everyday conversations between staff members and parents/legal guardians that do not contain sensitive information and therefore do not raise concerns about confidentiality and a possible invasion of privacy. For example, if a staff member comments to Sam’s mom, “Sam and Nora seem to enjoy playing tag together,” or “Sam and Nora seem to communicate well with one another and might enjoy a playdate,” no sensitive topic is raised for which Nora’s parent/legal guardian’s prior written consent would be expected or required.

The names of children and families attending the Centre – or those who have attended in the past – may not be disclosed outside the Centre by staff or board members.

### **Custody and Control of Records**

Custody and control of the children’s records shall belong solely to Bowen Children’s Centre unless contractual arrangements and/or legislation alter this policy.

### **Storage of Client Information**

All written confidential information shall be properly kept in files marked “CONFIDENTIAL” and stored in a locked filing cabinet in each of the Centre’s programs (ASC files: in the ASC room at BICS; Preschool files: in the preschool room; and Daycare files in the daycare room). Access to these files shall be controlled by the program staff and shall be restricted only to those who “need to know” such confidential information.

By protecting this confidential information, Bowen Children’s Centre acknowledges and respects an individual’s right to privacy.

### **Exceptions to Confidentiality**

Exceptions to this policy may arise in cases where staff members have a legal obligation to disclose information, including but not limited to: cases involving suspected abuse, direct requests by the police, and court orders. Such cases shall be reported to the Executive Director immediately.

For example, the Child, Family and Community Service Act states that all children in the Province of B.C. 'are entitled to be protected from abuse, neglect and harm or threat of harm'. The Act also states that any 'person who has reason to believe that a child needs protection must promptly report the matter' to the Ministry for Children and Families. Staff members at the Centre are bound by this law.

**Personnel Information**

Staff members shall also be respectful of their colleagues' privacy. Staff members may not discuss internal staff matters outside the Centre.

If there is a request for information about an employee, written or verbal permission shall be sought. If verbal permission is sought, documentation shall be kept, noting the date, time and information disclosed. This excludes the responsibility individuals and organizations may have as outlined in legislation (i.e., Income Tax Act, Employment Standards Act) or as subpoenaed by the court.

**“In Camera” Board Discussions**

Information related to “in camera” Board meeting discussions and decisions shall also be treated as confidential information and may not be disclosed to third parties. Minutes from “in camera” sessions shall be kept separate from regular Board minutes and shall be marked “CONFIDENTIAL,” and any related emails shall state “CONFIDENTIAL” in the subject line. The Executive Director may share the name of a family with the board of directors at his or her discretion.

---

Related BCC policies	This policy approved
Directors' Conflict of Interest	August 1, 2013

## Directors' Conflict of Interest Policy

---

### Recognizing a Conflict of Interest

“Conflict of Interest” refers to a situation where a director’s personal relationships or financial interests could be seen as influencing the director’s duty to act in the best interest of Bowen Children’s Centre. This includes, but is not limited to, situations where a director: uses his or her official position or Centre property for private gain; gives preferential treatment to any person or entity in the conduct of official duties because of personal interest; adversely affects the efficiency or economy of the Centre because of personal interest; fails to act impartially in the conduct of official duties because of personal interest; or engages in conduct that could adversely affect the confidence of members or the public in the integrity of the Centre. Conflicts of Interest may be actual or potential (for example, if a director is about to accept a position on the management or board of another childcare centre).

### Policy

Directors shall refrain from all Conflicts of Interest and be committed to protecting the Centre from Conflicts of Interest.

If a director becomes aware of or becomes involved in a financial Conflict of Interest, (s)he must follow the procedures required by the Society Act, described below.

If a director becomes aware of or becomes involved in any other Conflict of Interest, the director must immediately disclose such Conflict of Interest to the Executive Director, who then informs the Board of Directors.

This includes disclosing what could be “perceived” by an outsider as a Conflict of Interest. It is the responsibility of all directors to protect the Centre from accusations of Conflict of Interest.

The Executive Director and the Board of Directors shall decide if a conflict exists and if so, what steps should be taken to protect the Centre against the Conflict of Interest. Possible interventions include, but are not limited to:

- requiring that the director abstain from voting on the matter giving rise to the Conflict of Interest;
- requiring that the director recuse himself or herself from the matter giving rise to the Conflict of Interest; or
- requiring that the director cease to be in a position of influence with respect to the Conflict of Interest.

In cases where no actual conflict exists but the director wishes to be recused for personal reasons, the director will inform the Executive Director and the President of the Board. For example, if there is a confidential matter concerning a director's close friend or family member and the director would prefer not to be placed in a position of receiving confidential information about that close friend or family member, the director may recuse himself or herself even if there is no vote or other board action required on the matter.

### **Directors' Disclosure and Abstention Requirements for Financial Transactions Under the Society Act:**

A director who is, directly or indirectly, interested in a proposed contract or transaction with BCC must disclose fully and promptly the nature and extent of the interest to each of the other directors. A person holding an "indirect" interest may include, but is not limited to, a member of the director's immediate family; an organization in which the director or an immediate family member of the director is an officer, director, or employee; or a person or organization with whom any of the above individuals is negotiating or has any arrangement concerning prospective employment. The director must account to BCC for profit made as a consequence of BCC entering or performing the proposed contract or transaction, unless one of two courses of action has been followed. Either:

(a) the director discloses the interest as required above; after the disclosure the proposed contract or transaction is approved by the directors, at a meeting at which the director with the conflict of interest is not counted in the quorum and the director abstains from voting on the approval of the proposed contract or transaction; or

(b) the contract or transaction was reasonable and fair to BCC at the time it was entered into; and after full disclosure of the nature and extent of the interest in the contract or transaction it is approved by special resolution.

### **Accepting Gifts and Favours**

Directors shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors/vendors. This is not intended to preclude bona-fide Centre fundraising activities.

### **Other Reasons for Recusal**

Even if BCC's interests and a board member's friend or family member's interests do not conflict, a director may choose to recuse himself or herself from participation and voting on a matter. For example, if the board is discussing a confidential matter that involves a close friend or family member and the director feels that involvement in the matter would cause an awkward situation with that close friend or family member, the director may choose to recuse himself or herself.

---



Related BCC policies	This policy approved
Conflict of Interest (Employee)	January 14, 2014

## Conflict of Interest Policy (Employees)

---

### Recognizing a Conflict of Interest

“Conflict of Interest” refers to a situation where a staff member’s personal relationships or financial interests could be seen as influencing the staff member’s duty to act in the best interest of Bowen Children’s Centre. This includes, but is not limited to, situations where a staff member: uses his or her official position or Centre property for private gain (other than salary); gives preferential treatment to any person or entity in the conduct of official duties because of personal interest; adversely affects the efficiency or economy of the Centre because of personal interest; fails to act impartially in the conduct of official duties because of personal interest; or engages in conduct that could adversely affect the confidence of members or the public in the integrity of the Centre. Conflicts of Interest may be actual or potential.

### Policy

Staff members shall refrain from all Conflicts of Interest and be committed to protecting the Centre from Conflicts of Interest.

If a staff member becomes aware of or becomes involved in a Conflict of Interest, (s)he shall immediately disclose such Conflict of Interest:

- to the Executive Director, who then informs the Board of Directors.

This includes disclosing what could be “perceived” by an outsider as a Conflict of Interest. It is the responsibility of all staff members to protect the Centre from accusations of Conflict of Interest.

The Executive Director and the Board of Directors shall decide if a conflict exists and if so, what steps should be taken to protect the Centre against the Conflict of Interest. Possible interventions include, but are not limited to:

- requiring that the staff member remove himself or herself from the situation giving rise to the Conflict of Interest;
- requiring that the staff member cease to be in a position of influence with respect to the Conflict of Interest; or
- requiring that the staff member repay any benefit (s)he has received as a result of the Conflict of Interest (i.e. if a gift has been received, this should be returned).

## Situations Where Conflicts of Interest Can Arise

### Purchasing

No staff member shall participate in the selection or administration of a purchase or contract with a contractor/vendor where, to his or her knowledge, any of the following has a financial interest in that purchase or contract: the staff member; the staff member's immediate family; an organization in which any of the above is an officer, director, or employee; or a person or organization with whom any of the above individuals is negotiating or has any arrangement concerning prospective employment.

### Accepting Gifts and Favours

Staff members shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors/vendors. This is not intended to preclude bona-fide Centre fundraising activities.

### Outside Employment

Staff members are expressly authorized to engage in childcare-related or other outside employment that does not interfere with their employment with the Centre. In granting this authorization, the Centre assumes no responsibility or liability for the actions or non-actions of staff members while in off-duty employment.

---

Related BCC policies	This policy approved
	September 24, 2013

## Emergency Preparedness Policy and Procedures

---

### Policy

The safety of children is of the utmost importance to the Board of Directors and staff of the Bowen Children's Centre. We believe that it is important to have a written emergency preparedness plan, with procedures clearly articulated and well-rehearsed, to minimize the consequences of a fire, earthquake, or other emergency to individuals in each BCC program.

## Background

This policy not only reflects BCC's Mission but is a regulatory requirement. The BC Child Care Licensing Regulation requires BCC to have "an emergency plan that sets out procedures to prepare for, mitigate, respond to and recover from any emergency." BCC must also ensure that each of its employees "is trained in the implementation of the . . . emergency plan . . . including the use of any equipment noted in the . . . emergency plan."

For more detail, see

[http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/332\\_2007](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/332_2007) (Emergency training and equipment). For Vancouver Coastal Health's guide and template on how to develop a plan to meet the emergency management specifications in the BC Child Care Licensing Regulation, see [http://www.vch.ca/your\\_environment/facility\\_licensing/child\\_care/emergency\\_preparedness/](http://www.vch.ca/your_environment/facility_licensing/child_care/emergency_preparedness/)

## Roles and Responsibilities

The Executive Director shall oversee the implementation of an emergency preparedness plan for each BCC program, and the Board of Directors and the Executive Director shall ensure that there are sufficient resources to maintain the Centre in a state of preparedness in accordance with the procedures outlined below and any additional regulatory requirements.

The Board of Directors will appoint one Board member to act as Emergency Prep Coordinator. The Executive Director will work with staff members from each BCC program, and parent volunteers to assist with the completion of the tasks necessary to implement the emergency preparedness plans. Tasks may be subdivided to better suit the skills and availability of staff and volunteers. The Board members who serve as Volunteer Coordinator and Strategic Planning Chair shall serve as the Board's default emergency preparedness plan volunteers.

The Executive Director, with the assistance of the Finance Committee, shall ensure that the costs for maintaining preparedness are included in both the annual budget and any long-term budget planning.

The Executive Director shall oversee the maintenance of all records of emergency training and drills and maintenance of supplies and equipment.

## Procedures

Procedures for the following shall be included in the emergency preparedness plans for all BCC programs (except in the case of Family Place, a drop-in program for which monthly drills would not be effective):

- Site Hazard Assessments, conducted yearly and when new equipment is installed
- Fire drills, conducted monthly
- Earthquake drills, conducted monthly, including a hazard check
- Emergency Supplies inspections, conducted yearly, to ensure supplies for 72 hours for staff and children, including comfort kits

- Emergency lists for contacting staff and parents of all programs, which shall be kept current throughout the year
- Grab-and-go kits containing emergency medical and communication supplies, which shall be kept in working order and readily accessible to all staff in each program
- Facility maps for each program, identifying evacuation, shelter-in-place and emergency supplies information
- Clean-up procedures These two procedures should be concentrated on next year (2015.16 for training)
- Emotional recovery, post-emergency

The Executive Director shall ensure that all staff are aware of these procedures and receive adequate training to know how to respond to an actual fire, earthquake or lockdown.

The Executive Director shall coordinate with staff in all BCC programs to provide age-appropriate fire, earthquake and lockdown education and training to children in their care.

The Board recognizes the crucial role that staff play in effective emergency preparedness. Staff are strongly encouraged to self-identify any areas of emergency preparedness where they feel they lack knowledge, training or written procedures, and to ask questions, share ideas, and exchange information not only in formal training sessions and staff meetings, but also in more informal work settings. Questions, comments and recommendations on how to improve BCC's emergency preparedness are welcome and should be brought to the attention of the Executive Director or the Board liaison.

A sample master list of annual tasks is included at Appendix 1.

---

Related BCC policies	This policy approved
	September 2015

#### **Appendix 1: Sample Master List for a BCC Emergency Preparedness Plan [July2014]**

Task	Scheduled for:	Date Done	Notes
Hazard Hunt of Centre	Jan.		
Earthquake and Fire Drills	Jan.		
Fire Drills	Feb.		
Hazard Hunt of Centre	March		
Fire Drills	March		

Fire Drills	April		
Earthquake and Fire Drills	May		
Staff training, tabletop exercises	June		
Earthquake and Fire Drills	June		
Overall Plan Assessment	Summer		
Hazard Hunt of Centre	July 31		
Earthquake and Fire Drills	July 31		
Emergency Supplies preparation (inspection, shopping lists, comfort kits, etc.)	July		
Fire Drills	Aug.		
Hazard Hunt of Centre	Sept.		
Fire Drills	Sept.		
Earthquake and Fire Drills	Oct.		
Fire Drills	Nov.		
Fire Drills	Dec.		
Full-scale exercise	TBD		

# Financial Aid: Bursary Policy

---

## Policy

The Bowen Children's Centre will award one or more Gail Taylor Bursaries toward preschool fees to families in need. Bursary funds are generally awarded in the Fall of the preschool year, but in rare cases applications will be considered mid-term in response to unexpected changes in a family's financial circumstances.

The BCC Financial Committee leads the bursary award process, including:

- assessing applications received;
- recommending full and/or partial bursary recipients based on each family's financial need and each child's developmental needs; and
- presenting a summary of recommended bursary recipients to the BCC Board for approval without disclosing families' identities.

## Purpose of the Bursary Policy

The Bursary Policy guides the operation of the BCC Gail Taylor Bursary Program, which aims to offer preschool education to Bowen Island children of families who would not otherwise be able to access this critical learning and development opportunity. This policy is not aimed to address short term financial aid needs, which are covered by the BCC Short Term Financial Aid Policy. The Bursary Program's namesake, Gail Taylor, was one of the founders of the first Bowen Island preschool in 1971, hosting the class in her basement for its first several years.

## Procedures

### 1. Application process

Families who cannot afford preschool fees for one or more of their children must:

- complete the Gail Taylor Bursary Program Application Form (available on the BCC website or from the Executive Director); and
- submit the application form in a sealed envelope to the Executive Director by the deadline, which will usually be in the Fall.

### 2. Award process

a) The BCC Financial Committee will meet to:

- review the applications, each of which will have already had families' identifying information removed by the Executive Director;
- assess each application to confirm that it should be considered for a bursary (in other words, that the family appears to have a genuine need, and has applied for BC Government Child Care Subsidy, if eligible);
- consider eligible applications against available bursary funds; and
- develop its recommendations for full or partial Gail Taylor Bursary recipients.

If the Financial Committee finds that bursary needs are greater than the funds allocated for that school year's Gail Taylor Bursary Program, it may ask the BCC Board to use its discretion to apply more funds.

- b) The Financial Committee will present a summary of its bursary recipient recommendations to the BCC Board without disclosing families' identities.
- c) The Executive Director will contact all bursary applicants to let them know the outcome of the award process, usually in the Fall.
- d) When a recipient family accepts the award, they will confirm with the Executive Director whether:
  - they received a BC Government Child Care Subsidy; and
  - there is any impediment to the parent/s or guardian/s completing their full fundraising and job responsibilities
- e) If a recipient family decides not to take up the award when it is offered, the Financial Committee may award the bursary to another eligible applicant or hold them in the bursary fund for future use.
- f) If a recipient family withdraws their child or children during the school year (for example, a move from Bowen Island, or a change in child care or education plans), the monies allocated for the family will remain in the bursary fund for future use.

**3. Confidentiality**

- a) **During the application process** When assessing applications to the Gail Taylor Bursary Program, the BCC Financial Committee will need to review financial and other sensitive information about families. The Financial Committee will maintain applicant families' confidentiality. When the Financial Committee discusses the merits of applications with the BCC Board, it will keep family identities confidential.
- b) **After the bursaries are awarded** BCC will not publicize the names of Gail Taylor Bursary Program award recipients unless the recipient's family specifically agrees (for example, when a family wants to publicly or privately recognize BCC and/or the Gail Taylor Bursary Program donors for their contribution).

Related BCC policies	This policy approved
Short-Term Financial Aid Fee Payment	<b>November 25, 2015</b>



**SAMPLE FORM****Confidential to the BCC Financial Committee****Gail Taylor Bursary Program 2012-13 [insert current year]  
APPLICATION FORM**

<b>Parent/s' or guardian/s' details</b>
Please include name/s, address, contact phone numbers and email

<b>Child or children for whom a bursary is sought (if more than two, add details on the back)</b>	
<b>Full name</b>	<b>Full name</b>
<b>DOB</b>	<b>DOB</b>
<b>Preschool program applied for</b>	<b>Preschool program applied for</b>
<b>Bursary sought: Full <input type="checkbox"/> Partial <input type="checkbox"/></b>	<b>Bursary sought: Full <input type="checkbox"/> Partial <input type="checkbox"/></b>

<b>Why you need bursary assistance</b>	
<p><b>Your financial need</b> - Tell us in your own words why you need a bursary to help with your family's preschool fees. Include enough detail so we can assess your financial need, including:</p> <ul style="list-style-type: none"> <li>• family income (monthly, annually)</li> <li>• housing costs</li> <li>• other significant costs or special circumstances affecting your family finances</li> </ul>	<p><b>Your child or children's developmental need</b> – Tell us about the child or children for whom you are seeking a bursary. In your view, how will they benefit from preschool this year?</p>

--	--

<b>BC Government Child Care Subsidy</b>	<p>Are you eligible for a BC Government Child Care Subsidy?</p> <p>Yes <input type="checkbox"/>    No <input type="checkbox"/>    I don't know <input type="checkbox"/></p> <p>If yes, please tell us whether you have applied, and any outcome.</p>
---	--

<b>BCC Short Term Financial Aid</b>	<p>Do you have an outstanding Request for Short Term Financial Aid with BCC?</p> <p>Yes <input type="checkbox"/>    No <input type="checkbox"/></p> <p>Have you sought financial assistance from BCC in the past?</p> <p>Yes <input type="checkbox"/>    No <input type="checkbox"/></p>
-------------------------------------	--

\_\_\_\_\_

**Parent/s or Guardians**

\_\_\_\_\_

**Date**

**CONFIDENTIALTY**  
 The information you provide in this form will be treated in the strictest confidence. Only the Executive Director will know your identifying details. The other members of the BCC Financial Committee considering your application will not know your identity.

**NEED HELP?**  
 If you need help filling out this form or figuring out what to include, please contact the Executive Director, who will put you in touch with someone who can offer confidential help.

## Financial Aid: Short Term Financial Aid Policy

---

**Policy**

Bowen Children's Centre knows that financial issues arise unexpectedly within families that make it difficult for parents/guardians to pay BCC Program fees on time. The Short Term Financial Aid policy sets out the process for requesting an interest free loan for outstanding fees and agreeing with the Executive Director (and, for loans of \$500 or more, the BCC Financial Committee) the terms on which the loan will be repaid – whether in cash, goods or services, or some combination thereof.

### **Purpose of the Short Term Financial Aid Policy**

This policy aims to create a fair and transparent process for handling the requests that BCC receives from parents/guardians for short term financial aid during the school year. The aim is to accommodate reasonable requests wherever possible.

### **Procedures**

#### **1. Asking for short term financial aid**

Parents/guardians who need more time to pay some or all outstanding fees, or who can foresee a delay in paying upcoming fees, should:

- complete a Request for Short Term Financial Aid (available on the BCC website); and
- contact the Executive Director to confidentially discuss the request.

#### **2. Agreeing on the terms of the short term financial aid**

If the Executive Director determines that the request for short term financial aid has merit, she will work with the parents/guardians to agree on the terms by which the loan will be repaid. This may include one or more of:

- a schedule of payments supported by post-dated cheques
- specific services provided to BCC at a set hourly rate or for a fixed fee
- goods provided to BCC

Where the proposed terms involve a loan of more than \$500, or payments extending beyond that school year, the Executive Director must obtain the approval of the others members of the BCC Financial Committee before signing.

#### **3. Finalizing the Request for Short Term Financial Aid**

Once the payment terms are agreed and recorded on the Request for Short Term Financial Aid, the Executive Director and the parent/s or guardian/s must sign and date the form. The Executive Director will give a copy to the parent/s or guardian/s, and store the original securely along with BCC's other confidential financial documents (see *BCC Financial Policy: Maintaining and Storing Records*)

#### **4. Reporting on Short Term Financial Aid**

The Executive Director or the Treasurer will report to the BCC Board on the status of its short term financial aid at regularly scheduled board meetings at least once per quarter, or on request. The reports will protect the identity of families and students.

<b>Related BCC policies</b>	<b>This policy approved</b>
Bursary	<b>24 September 2012</b>
Managing Fees	

## REQUEST FOR SHORT TERM FINANCIAL AID

<b>Applicant details</b>
Parent/s' or guardian/s' names, address, contact phone numbers and email
Children enrolled at BCC, including the program/s they are enrolled in
<b>Details of short term financial aid requested</b>
Please set out the details of the short term financial aid you are requesting, and how you propose to pay it back.
<b>Agreed repayment terms (to be completed with the Executive Director)</b>

\_\_\_\_\_  
Executive Director

\_\_\_\_\_  
Parent/s or Guardians

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

# Financial Systems: Banking

---

## Policy

Bowen Children's Centre will maintain one or more bank accounts in order to write cheques, make other disbursements, and earn interest on excess funds. All banking arrangements will be properly controlled and authorised.

## Purpose of this policy

BCC believes it is important to:

- maintain a good working relationship with its bank;
- ensure its bank accounts remain in good standing; and
- manage cash and cheques properly.

## Procedures

### 1. Banking authority

Only those authorized by the BCC Board may open and close bank accounts for BCC. BCC will maintain a current list of authorized BCC signatories that includes the Executive Director, the Board chair, the Treasurer, and one other Board member appointed with Board approval.

The Executive Director and Treasurer should meet with the branch manager or senior branch staff at least once per year to review BCC's status and ensure that it is: (i) using the most cost-effective banking services; and (ii) maximizing interest.

### 2. Handling cheques

- a) BCC cheques will be kept in a locked storage cabinet accessible to only those individuals responsible for preparing cheques.
- b) All cheques prepared by BCC must:
  - be signed by two signing officers (where the cheque is payable to a signing officer, two other signing officers must sign)
  - be used in numerical order
  - not be made payable to "bearer" or "cash"
  - not signed when blank

### 3. Handling cheques and cash received by BCC

Where BCC receives cheques or cash, the payment must be:

- recorded in the receipt book

- for cheques, stamped “for deposit only”
- put into secure, locked storage
- deposited as soon as reasonably possible

Each deposit record must be accurately maintained, with a clear audit trail.

<b>Related financial policies</b>	<b>This policy approved</b>
Financial Reporting	<b>21 June 2012</b>
Records and Storage	



# Financial Systems: Budgeting

---

## Policy

Bowen Children's Centre operates according to a budget for each fiscal year that has been approved by the Board. Each budget must:

- set out projected revenues and expenses
- only include projected revenue with a reasonable certainty of being received
- reliably indicate the monthly operating cash needs of the program.

Each month, the Treasurer will review the budget against actual and report to the Board on a monthly or quarterly basis.

## Purpose of this policy

BCC believes that a carefully developed budget that is regularly reviewed plays an essential part in healthy financial management. Proper budgeting helps BCC to have a clear picture of its financial position and to anticipate challenges or opportunities that may arise.

## Procedures

### 1. Process for developing and approving the annual budget

The Executive Director and Treasurer will develop an operating budget before the beginning of each fiscal year to be:

- finalized and approved by the Board, and then
- presented to the BCC membership at the Annual General Meeting.

Once approved, the budget is ready for the Executive Director to implement.

### 2. Budget considerations

Whenever possible, BCC should work towards building a surplus to assist with:

- sudden and unforeseen drops in revenue (for example, a decline in enrolment, or the loss of grant funding) or increases in operating expenses
  - inflation
  - building a contingency fund equal to three months of operating expenses
- a) **Fees** Each year, fees should be set at a level that will cover all normal operating expenses. Where necessary, the board may vote to:

- supplement fee income with government funding and subsidies in order to balance the budget and/or keep fees down, or
  - use fee income to replace capital items and contribute to building a surplus.
- b) **Managing seasonal variations** BCC experiences seasonal variations that need to be considered when planning for the year. For example, most materials and supplies are purchased in September for use through the year.
- c) **Additional grant funding** BCC receives grant funding from time to time that is not reasonably certain at budgeting time. The Financial Committee has two options for managing this when budgeting. The first option is to budget for the funding from the outset (and review and adjust expenditures against it) separately. The second option is to wait and incorporate these funds into the existing budget when they come in. Both approaches are acceptable.

<b>Related financial policies</b>	<b>This policy approved</b>
	<b>July 16, 2014</b>

## Financial Systems: Electronic Payment and Transaction Policy

---

### SCOPE

This policy applies to the electronic payments for purchases and transactions of the Bowen Children's Centre (BCC)

### POLICY – Electronic Payments for Purchases and Transactions

It is the option of the Bowen Children's Centre (BCC) to make electronic payments for the purchase of materials, supplies, equipment, or other authorized transactions for the benefit of BCC.

### PROCESS

#### 1. Ongoing Direct Debit

Before any ongoing claim against BCC for any property or services for which it is liable is allowed, an itemized list must be completed and submitted to the Board for approval with the yearly budget (usually in June).

#### 2. Board Approval

No claim against the BCC for items over \$500 shall be allowed unless it is fully itemized and a memorandum of the same entered upon the minutes of the meetings of the governing body.

#### 3. Inter Account Banking

In managing payments for payroll, it is necessary to transfer amounts between bank accounts as most of BCC's monthly financial liabilities are paid through the Preschool/Operations account.

Records of these transactions will be kept, reviewed by the bookkeeper and verified against the monthly bank statements for accuracy and review.

Amounts transferred from Government funding accounts such as Gaming Funding, Ministry of Children and Families Development funding, Bowen Island Municipal funding and/or any grants received will be:

- tracked in individual accounts
- verified against both the bank statements and the individual accounts
- included in the monthly/quarterly accrual financials for board review

#### **4. Payment Authorization & Procedure**

- All payments made by BCC will be by cheque (signed by two signatores) except for payments that have been board approved for ongoing direct debit (see above).
- Confirmation of electronic payments will be kept. This may be a confirmation when the payment is made or verification at the end of the month. (i.e. compare bank or other account statements to vouchers done by the bookkeeper)
- The payments will be appropriately tracked in the entity's accounting system.
- Signatures of two officers are required to establish a vendor account(one is the treasurer)
- Passwords used to set-up and transmit the payments will be kept secure and not shared. If anyone other than the user knows the password it will be reset. New passwords will be established upon termination of employees.

#### **5. Publish Payment**

Within the financial reporting to the board monthly/quarterly, a detailed statement of all expenditures of money, showing amounts spent shall be reported in the financials.

#### **6. Direct Deposit of Payroll**

BCC has the option to pay employee wages by direct deposit to the employee's bank account.

Documentation of steps performed shall be maintained by the person processing he payroll and stored at BCC, payroll company and records given to the employee in a timely fashion.

Steps to be performed by someone other than the person(s) processing payroll are as follows:

- Confirm that the total amount of payroll on the accounting system matches that on the bank statement.
- Verify only employees of the entity are being paid (watch for fictitious employees).
- Make sure each employee is paid only once per pay period.
- Review the overall payroll listing for reasonableness.

<b>Related financial policies</b>	<b>This policy approved</b>
	<b>November 3, 2015</b>

## Financial Systems: Fee Payment Policy

---

### Policy

Bowen Children's Centre collects child care fees monthly, and will take all steps to ensure that they are promptly collected and processed.

### Purpose of the Fee Payment Policy

Child care fees make up most of BCC's income. As a result, it is critical that we collect and process fees promptly to maintain the required cash flow and balance the budget.

### Procedures

#### 4. Fee deposits

- a) Community Daycare and After School Club - At enrolment each year, parents/guardians deposit half of one month's fees. If the family has no outstanding debt, BCC will use the deposit towards the fees for the child's final month at daycare or ASC.
- b) Preschool – At enrolment, parents/guardians deposit one month's fees. If the family has no outstanding debt, BCC will use the deposit for the last month of term (June).

#### 5. Paying monthly fees invoices

- a) Community Daycare and After School Club - BCC issues a fee invoice at the end of each month, with payments due 7 days after the invoice was received. Payments may be made by cheque, money order or electronic transfer.
- b) Preschool – Parents/guardians can either: (i) provide post-dated cheques for each month to the end of term; or (ii) elect to pay monthly via electronic transfer.
- c) All other payment arrangements must be made with the Executive Director.

#### 6. Financial Aid

- a. **Government child care subsidies** Where a parent/guardian has applied or plans to apply for a child care subsidy from the BC Government, BCC cannot enrol the child at a subsidised fee rate until the Child Care Subsidy Centre in Victoria send BCC the Authorization for Child Care Subsidy. Once the child is enrolled at the subsidized rate, the parent/guardian must pay the difference between the BCC fee rate and the subsidy rate BCC receives from the government.
- b. **Gail Taylor Bursary Program (preschool only)** Each preschool year, BCC awards one or more bursaries toward preschool fees to families in need. Bursary funds are generally awarded at the start of the preschool year, but in rarer cases applications will be considered mid-term in response to unexpected changes in financial circumstances. See the Bursary Policy for the program details, including application requirements. It is on the BCC website along with the application form.
- c. **Short term financial aid** When financial issues arise unexpectedly that make it difficult for a parent/guardian to pay program fees on time, it is possible to request short term financial aid for some or all of what is owed. The Short Term Financial Aid Policy sets out the process. It is on the BCC website along with the Request For Short Term Financial Aid form.

## 7. Fees unpaid or returned NSF

- a) Where fees are not paid within 30 days of an invoice (or the first of the month, for preschool), or the bank returns a payment for insufficient funds, the Executive Director will:
  - contact the enrolling parent/guardian to try to arrange immediate payment;
  - advise the Treasurer; and
  - in the case of an NSF payment, charge an NSF fee.
- b) Where fees remain unpaid after 2 months and no other payment has been made under the Short Term Financial Aid Policy, BCC will add a 2% interest charge. Another 2% will be added each month after that until the debt has been paid.
- c) Where fees remain unpaid after 3 months and no other payment agreement has been made under the Short Term Financial Aid Policy, BCC will take all reasonable steps to collect the debt.

## 8. Annual fee receipts

BCC will issue receipts for the total fees paid by each enrolling parent/guardian in a calendar year (not including any subsidy received) by March 1<sup>st</sup> of the following year. On request, BCC will replace lost receipts, the new receipt clearly marked “copy”.

Related policies	This policy approved
------------------	----------------------

Bursary	<b>25 November, 2015</b>
Short Term Financial Aid	

# Financial systems: Purchasing

---

## Policy

Bowen Children's Centre will act responsibly, fairly and transparently when dealing with its goods and services suppliers, which will be local wherever possible and reasonable. BCC may consult its Board for purchases of goods and services up to \$500, and must consult its Board for purchases over \$500. On the rare occasions where the Board approves purchases valued over \$5,000, BCC will hold an open competition in accordance with this policy's procedures for large purchases.

## Purpose of this policy

BCC believes that is important to act responsibly and transparently in its transactions with all of its goods and services suppliers, and to maintain good working relationships in the process.

## Supplier accounts

1. Wherever possible, BCC will open an account with its regular suppliers that offers regular reconciling statements.
2. BCC may set a dollar limit on a supplier account, with purchases over that limit needing pre-approval from the Board. BCC will tell the supplier about the purchase limit where appropriate.
3. BCC will pay supplier invoices promptly, on the terms agreed.

## Approval of small, medium and large purchases of goods and services

4. For small purchases of up to \$500, the Executive Director may consult the Board if she thinks it is appropriate (for example, due to the nature of the purchase, or its effect on the budget).
5. For medium purchases between \$500 and \$5000, the Executive Director must seek the Board's approval of: (i) the specific goods and services; and (ii) the proposed supplier before proceeding with the purchase.
5. For large purchases of over \$5,000, the Executive Director must seek the Board's approval for the purchase. The supplier will then be chosen by open competition according to the procedures set out in the next section.

## Procedures for large purchases (more than \$5,000)

6. When the BCC Board has approved a large purchase, it prepares and approves two documents:
  - *Intent to Procure Goods and/or Services* setting out a detailed description of the work required
  - *Invitation to Bid* with a customised set of instructions for bidding on the work required
7. The BCC Board sends the signed *Invitation to Bid* to the prospective bidders in the *Intent to Procure Goods and/or Services*.
8. Up until one week from the bid deadline, prospective bidders may ask to visit the site, or to clarify the scope of the work or any other aspect of the *Invitation to Bid*. BCC will answer requests promptly, copying in all invited bidders. A bidder may not make requests after it has submitted its bid, or after the bid deadline.
9. At the bidding deadline, the person the Board assigns to evaluate the bids will open all bids at the same time. The evaluator will assess the bids against the criteria set out in the *Intent to Procure Goods and/or Services*, using a customised *Bid Evaluation*. Where needed for a fair, “apples to apples” comparison, the evaluator may contact bidders to clarify information or ask for more information.
10. The evaluator will nominate a preferred bidder in the form of a *Recommendation to Award* (RTA). The RTA, which requires Board approval, must set out the details about why the bidder was selected, and attach:
  - the completed *Bid Evaluation*
  - a copy of the original bid
  - any questions or clarifications answered by BCC during the bid process
  - any additional information gathered by the evaluator about this bidder
11. BCC will advise the successful bidder and complete a services agreement. At the same time, BCC will write to each unsuccessful bidder telling them about its decision, highlighting the deciding factors, and, where possible, giving constructive feedback to assist with future bids.

<b>Large purchase template documents attached to this policy</b>	
1	<i>Intent to Procure Goods and/or Services</i>
2	<i>Invitation to Bid, with covering letter and bid instructions</i>
3	<i>Bid Evaluation</i>
4	<i>Recommendation to Award</i>



<b>Related financial policies</b>	<b>This policy approved</b>
Banking	<b>September 2012</b>



# Financial Systems: Reporting

---

## Policy

Promptly at the end of each month and at the end of the fiscal year, BCC's authorized bookkeeper or accountant will prepare financial reports organized into the specific areas of Bowen Children's Centre operations. The Executive Director/Treasurer will present the monthly reports to the Board, and the annual report to the Board and the BCC membership.

## Purpose of this policy

BCC believes that regularly prepared financial reports that focus on the specific areas of its operation support its budgeting process and overall financial health.

## Procedures

### 1. Maintaining financial records

A qualified bookkeeper or accountant with experience in accrual accounting will prepare and maintain BCC's financial records.

### 2. Monthly financial reports

Each month, the Treasurer must include the following in their report to the Board:

Statements	Statement of Financial Position compared to previous year Statement of Operations compared to budget/last year
Banking	Cheque register showing all payments made during the month Bank reconciliation for all active accounts Credit card statements, if applicable
Exceptions	All exceptions such as fee payment arrangements, payments made in excess of the budget, and unexpected banking fees
Variiances	Explanation of and documentary support for any significant differences between actual and budgeted results.
Taxes	Proof of payment of Canada Revenue Agency withholdings

The Board will review, discuss and approve the financial records. Follow up on outstanding financial matters will be included on the agenda for the next meeting.

### 3. Annual financial reports

The Treasurer will ensure that the following reports are prepared for each fiscal year:

- Comparative financial statements prepared by an external accountant
- Charity report to the Canada Revenue Agency
- Society report to Corporate Registry
- Work Safe BC report
- Other annual reports as required (for example, to account for Gaming revenues or other grants)
- Statement of Changes in Net Assets

<b>Related financial policies</b>	<b>This policy approved</b>
Banking	<b>21 June 2012</b>
Budgeting	
Records and storage	

## HR Involvement and Communication

---

### Policy

As stated in the Executive Director's employment contract, dated, March 4, 2010, the Executive Director's contractual responsibilities include, "Leading and supporting a staff of twelve, and handling all Human Resources issues, including payroll." The Board interprets this to mean that the Executive Director has the authority to make all decisions concerning staff members' Human Resources issues, including hiring, payroll, roles and responsibilities, disciplinary action and termination.

In its oversight role, the Board shall receive timely updates from the Executive Director concerning all major Human Resources matters. At the Executive Director's discretion, the Executive Director may also provide a greater level of detail about HR matters to Board members sitting on the Board's HR Committee (if one exists) or to individual Board members who, in the Executive Director's opinion, have relevant knowledge, judgment, or experience to provide useful advice about a particular HR matter. Staying informed and providing advice shall not, however, be construed as an invitation for the Board as a whole to supplant the Executive Director's role as the decision-maker for a particular HR matter.

A Board-wide vote on an HR matter involving staff shall be reserved only for rare and extraordinary circumstances. In the unlikely event that a majority of the Board concludes that a Board-wide vote on an HR matter is deemed to be in the best interest of BCC, then the Executive Director shall provide a confidential written report of the necessary background information pertaining to the HR matter at least three days prior to the Board vote, to be held in an "in camera" session.

### Explanation

As the person charged with the day-to-day operation of BCC, the Executive Director is in the best position to make personnel decisions. In its oversight role, the Board is not "on the ground" and lacks the day-to-day perspective that is key for operating BCC smoothly. HR matters can be highly subjective; having up to 10 individuals with varying experiences attempt to substitute their judgment for that of the Executive Director and micromanage HR decisions can undermine the Executive Director's authority with staff and make HR issues more divisive and complicated than necessary. While the Board always retains the ability to step in if it feels that the Executive Director is unable to perform the required HR functions in a satisfactory manner, the Board's default position on HR matters should be one of staying informed, without becoming actively involved.

---

Related BCC policies	This policy approved
	September 24, 2013

## Inclusion Policy and Procedures

---

### Background Information

- In accordance with applicable laws, BCC recognizes the right of all Bowen Island children and families to access Bowen Children's Centre's services equitably without regard to race, colour, ancestry, place of origin, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, age and/or economic status.
- Families differ in their personal circumstances, experiences, culture and social background and, therefore, each have a unique set of values and priorities, as well as educational and childcare requirements.
- All children, regardless of their abilities, have unique strengths, skills, challenges, needs and learning styles and are entitled to a welcoming and inclusive early childhood experience at BCC.
- To ensure successful participation in BCC's programs, some children and families may require extra support.

### POLICY

BCC is an inclusive centre and the Board and staff of BCC believe that all children are entitled to equal access to early childhood services at BCC. In order to access BCC's programs, some children may require extra support.

### PROCEDURES

#### 1. Working with Families

Should a child require extra support to participate in any of the BCC programs, the Executive Director and staff of BCC will work with the family of the child/ren who requires extra support in the following ways:

A. *Support in place* - during the enrolment process the family informs BCC staff that support is in place to optimize the child/ren's participation in the program/s. BCC staff will work with the family and support services to provide a quality, inclusive setting for the child/ren.

B. *Support not in place* - the following steps will be followed:

- BCC staff will observe and record all the necessary information about a child they believe needs support to participate in a BCC program. The staff will bring this information to the Executive Director in a timely fashion.
- The family will be informed of the staff's considerations/observations and/or concerns for the child as soon as possible. The Executive Director will be informed prior to a meeting so that she/he can attend if needed. Notes will be recorded by the staff and kept in the child's file.
- If supports (including funding) need to be accessed, the BCC staff and the family will work together to enable this process to happen as soon as possible.
- A signed consent form, i.e. Release of Information must be signed by the family before anyone other than the program staff will be allowed to observe a child in the program.

## **2. Staff Responsibilities for providing Inclusive Child Care**

- BCC recognizes that all children attending BCC programs have the right to a quality early learning and care environment that is developmentally and individually appropriate.
- If needed, BCC programming and environments will be adapted to plan for the successful inclusion of an individual child.
- All information about the child/family will be subject to BCC's Confidentiality policy.
- Families, childcare providers and support workers will work as a team to plan for individual supports for a child/ren.
- Information about the child/ren will be made available to all staff working with the child in any of the programs on a "need to know basis" and in accordance with BCC's Privacy Policy.
- If an extra support person is hired, families may be consulted in choosing the support person to work with their child. A support person will be hired by the Executive Director from but not limited to:
  - The staff team
  - The family's recommendations
  - An outside qualified care provider who meets the requirements of the position for both the family and BCC

## **3. Additional staffing costs**

- BCC does not have the funds to provide the extra staffing costs for an individual child requiring extra support on an ongoing basis.
- The Executive Director will work with the family and Supported Childcare consultants or any other consultants to plan for the extra staffing and costs that will be needed to support a child in BCC programs.
- Should there be no funding from a government agency in place and a child requires extra staffing to attend the childcare program, the family will be asked to pay for this

additional cost until either subsidy and BC Benefits MCFD Support payment, or another form of payment for these services is secured.

- All payments secured must include applicable vacation pay, WCB and benefits according to provincial employment legislation. Attached is a worksheet for considering these calculations.
- If a child cannot manage successfully in a program without support and, there is no official funding to be accessed, the Executive Director will inform the Board and money from the GT Bursary fund may be used for interim funding if it is available. This process will be on a “case by case” basis and the Board will determine the outcome based on the Executive Director’s report.

#### **Funding not immediately accessible**

- If government funding and interim program staffing is not available and the child/ren cannot successfully manage in the program without extra support in place then, as a last resort, the family may need to withdraw the child until funding and/or support can be secured.

#### **Relevant/related policies**

- Release of Information
- Confidentiality
- Extra Staffing Budget Considerations Worksheet

Related BCC policies	This policy approved
	March 29, 2017

## **Organizational Structure Policy**

---

### **Personnel Policies**

The Executive Director is responsible for ensuring the dissemination and implementation of Personnel policies and procedures and for ensuring that the Board of Directors reviews the policies as is appropriate. The Executive Director reviews the policies with staff and updates the policy/staff manual as necessary on an annual basis. The Executive Director is responsible to ensure that policies conform to the Community Care and Assisted Living Act, the Child Care Licensing Regulation, and the Employment Standards Act, and meet the requirements of the Workers Compensation Act and the Occupational Health and Safety Regulation. The Executive Director will report regularly to the Board to ensure that these policies are being followed.

The Board of Directors is responsible for developing and approving all policy.

### **Supervision of Staff**

The Board of Directors supervises the Executive Director.  
 The Executive Director supervises all staff.  
 The intention of such supervision is to promote accountability and responsibility in serving the Society’s mission.

Staff complaints or concerns about the Executive Director are to be directed to the Board President or the designated Staff Liaison on the Board. The Board President or Staff Liaison, as applicable, may choose to raise the concerns to the Executive Director or to bring them to the Board for investigation.

**Duties and Policies of the Board of Directors**

In addition to the duties set out in the Bylaws, the Directors shall have the following duties or observe the following policies:

- (a) Orientation for the newly elected Directors shall be the responsibility of the outgoing Directors and the ED. The outgoing Directors shall remain available in an advisory capacity as needed by the incoming Board.
- (b) In the event of the resignation of an Officer, a new officer may be appointed by the remaining Directors.
- (c) The Board of Directors shall hold monthly meetings.

Meetings

- (a) The Annual General Meeting shall be held in the Fall. All current and new members are expected to attend.
- (b) The budget for the following year will be presented at the Annual General Meeting.

---

Related BCC policies	This policy approved
	July 16, 2014

**Workplace Bullying and Harassment Policy**

---

**Policy:**

At Bowen Children’s Centre (BCC) bullying and harassment is not acceptable or tolerated in the workplace. All workers/clients will be treated in a fair and respectful manner.

Bullying and Harassment includes:

- any inappropriate conduct or comment by a person towards a worker or client, that the person knew or reasonably ought to have known would cause that worker/client to be humiliated or intimidated;
- excludes any reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment.

Examples of conduct or comments that might constitute bullying and harassment include verbal aggression or insults, calling someone derogatory names, harmful hazing or initiation practices, vandalizing personal belongings, and spreading malicious rumours.

No worker of BCC will be criticized or penalized in any way because that worker has, acting in good faith, reported bullying and/or harassment under this policy and procedures.

Workers must:

- not engage in the bullying and harassment of other workers;
- report if bullying and harassment is observed or experienced;
- apply and comply with this policy and procedures on bullying and harassment.

This policy statement applies to all workers, including permanent, temporary, casual, contract, student workers and volunteers. It applies to interpersonal and electronic communications, including but not limited to email and Facebook.

All workers will be provided with a copy of this policy and related procedures.

### **Procedures:**

How to report an incident:

Workers at BCC can report incidents or complaints of workplace bullying and harassment verbally or in writing. The reporting contact will be the Executive Director. Under circumstances where the complaint involves the Executive Director, the worker should report the complaint to a designated board member or the Vice President.

When to report:

Incidents or complaints should be reported as soon as possible after experiencing or witnessing an incident. This allows the incident to be investigated and addressed promptly.

What to include in a complaint report:

Provide as much information as possible in the report, such as the names of people involved, witnesses, where the events occurred, when they occurred, and what behaviour



and/or words led to the complaint. Attach any supporting documents, such as emails, handwritten notes, or photographs. Physical evidence, such as vandalized personal belongings, can also be submitted.

**Investigation procedures:**

Investigations at BCC will be conducted internally. In complex or sensitive situations, an external investigator might be hired.

Investigations will:

- be undertaken promptly and diligently, and be as thorough as necessary, given the circumstances;
- be fair and impartial, providing both the complainant and respondent equal treatment in evaluating the allegations;
- be sensitive to the interests of all parties involved, and maintain confidentiality;
- be focused on finding facts and evidence, including interviews of the complainant, respondent, and any witnesses as well as any other evidence such as emails, handwritten notes, photographs, or physical evidence like vandalized objects;
- incorporate, where appropriate, any need or request from the complainant or respondent for assistance during the investigation process.

**Roles and responsibilities:**

The Executive Director and/or designated Board member is responsible for ensuring workplace investigation procedures are followed.

Workers are expected to cooperate and provide any details of incidents they have experienced or witnessed.

The Executive Director and/or designated Board member will conduct investigations and provide a written report with conclusions to the BCC Board of Directors.

If external investigators are hired, they will conduct investigations and provide a written report with conclusions to the BCC Board of Directors.

**Follow-up:**

The alleged bully and alleged target will be advised of the investigation findings by either the Executive Director or Board designates. Following an investigation, the Board will review and revise workplace procedures in consultation with the Executive Director to prevent any future bullying and harassment incidents in the workplace. Appropriate corrective actions will be taken within a reasonable time frame.

In appropriate circumstances, workers may be referred to the employee assistance program or be encouraged to seek medical advice.

### **Record-keeping requirements**

BCC will keep all written records relating to bullying and/or harassment complaints, including the findings, for a period of two (2) years.

### **Retaliation**

Any reports of retaliation against a worker who made a complaint under this policy and procedures will be treated in the same manner as a complaint of bullying and harassment.

### **Related templates for procedures and forms (included below):**

- Workplace Bullying and Harassment REPORTING procedures
- Complaint Form For Employees
- How to Document Incidents of Bullying and Harassment.
- BCC Investigation Form for Bullying and Harassment

Related BCC policies	This policy approved
Confidentiality	September 29, 2016
Organizational Structure	

## **Bowen Children's Centre Workplace Bullying and Harassment Reporting Procedures**

### **1. How to report:**

Workers at BCC can report incidents or complaints of workplace bullying and harassment verbally or in writing. When submitting a written complaint, please use the workplace bullying and harassment complaint form. When reporting verbally, the reporting contact, along with the complainant, will fill out the complaint form.

### **2. When to report:**

Incidents or complaints should be reported as soon as possible after experiencing or witnessing an incident. This allows the incident to be investigated and addressed promptly.

### **3. Reporting contact:**

Report any incidents or complaints to:

Ann Silberman, executive director, 604-947-9626 or [info@bowenchildrenscentre.ca](mailto:info@bowenchildrenscentre.ca)

### **4. Alternate reporting contact:**

If the employer, the complainant's supervisor, or the reporting contact named in Step 3 is the person engaging in bullying and harassing behaviour, contact the designated board member or the vice president of BCC Board of Directors.

### **5. What to include in a report:**

Provide as much information as possible in the report, such as the names of people involved, witnesses, where the events occurred, when they occurred, and what behaviour and/or words led to the complaint. Attach any supporting documents, such as emails, handwritten notes, or photographs. Physical evidence, such as vandalized personal belongings, can also be submitted.

### **6. Annual review:**

These reporting procedures will be reviewed on an annual basis. All workers will be provided with a copy.

## BCC Workplace Bullying and Harassment Complaint Form For Employees

<b>Name and contact information of complainant</b>
<b>Name of alleged bully or bullies</b>

### Personal statement

Please describe in as much detail as possible the bullying and harassment incident(s), including:

- the names of the parties involved
- any witnesses to the incident(s)
- the location, date, and time of the incident(s)
- details about the incident(s) (behaviour and/or words used)
- any additional details that would help with an investigation

Attach any supporting documents, such as emails, handwritten notes, or photographs. Physical evidence, such as vandalized personal belongings, can also be submitted.

<b>Signature</b>	<b>Date</b>
------------------	-------------

**BCC Employee Template: How to document incidents  
of workplace bullying and harassment**

**Workers must report if bullying and harassment is observed or experienced in the workplace.**

<b>Date, time, location</b>	<b>People involved</b> (include witnesses)	<b>Describe the situation</b> (words, tone, actions, etc.) <b>and the impact</b> (humiliated, intimidated, etc.)

## BCC Investigation Form

Name of complainant	
Name of respondent/alleged bully	
Date	Location
Name of investigator	

Person interviewed	Other people involved (e.g., alleged bully, witnesses)	Description of the situation (dates, words, actions, etc.) and impact (e.g., humiliated, intimidated)
Based on the investigation, did workplace bullying and harassment occur? Yes <input type="checkbox"/> No <input type="checkbox"/>		
Reason(s) for this conclusion		