

CASA for Kids, Inc., Barry & Eaton Counties

Policy Manual

2/27/2015



CASA Policy Manual

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Mission and Purpose Statements

Mission Statement

The mission of CASA for Kids, Inc. Barry & Eaton Counties is to provide volunteer advocates to work independently for the best interests of each child of service coming within jurisdiction of the Barry and Eaton County Courts.

Statement of Purpose

The purpose of CASA for Kids, Inc. Barry & Eaton Counties is to provide a strong personal advocacy for abused and neglected children within Barry and Eaton Counties, as well as furnishing thorough in-depth, objective information to the court and system professionals.

Reviewed, Amended, and Approved by the Board, February 17, 2015



CASA for Kids, Inc. Barry & Eaton Counties

General Board, Personnel, and Volunteer Policies

This manual contains the policies of CASA for Kids, Inc. Barry & Eaton Counties, hereafter termed CASA.

Responsibility for Administering Personnel Policies

The Executive Director (and Board of Directors as indicated for Board related policies) has responsibility for administering the written policies, which are determined by the Board of Directors. To interpret policies and responding to situations not covered by written policies, the Executive Director may consult with the Executive Committee and the President of the Board of Directors, informing the Board of the issues, which may indicate the need for policy revisions. Policies are reviewed and revised annually. Employees may submit feedback to the Board regarding desired policy changes or revisions. Upon recommendation by the Executive Committee, the Board approves policy changes by a majority vote of the members of the board.

Employees receive written notification of any policy or procedure change, and a receipt is signed indicating their responsibility for the policy or procedure change. Board Members and employees receive an updated policy manual annually and sign a policy manual receipt which is maintained in the individual's file, indicating their responsibility to adhere to the organization's policies. CASA Volunteers receive a Volunteer Manual annually which includes policies related to their position (as indicated in the footnotes of the policy) and related procedures. CASA Volunteers also sign a Volunteer Manual receipt which is maintained in the volunteer's file indicating their responsibility to adhere to the organization's policies and procedures. Questions regarding the policies should be directed to the Executive Director. Only the Board of Directors can authorize exceptions to these policies.

Reviewed, Amended and Approved by the Board, December 1, 2012
Reviewed and approved by the Board, December 6, 2014
Reviewed, Amended, and Approved by the Board, February 17, 2015



Code of Ethics Policy and Agreement

CASA for Kids, Inc., Barry & Eaton Counties (CASA) is committed to the highest ethical standards. Based on the unique trust placed in CASA to serve the public good, we have a special obligation to act ethically.

The success of CASA and our reputation depend upon the ethical conduct of everyone affiliated with CASA. Directors, volunteers, staff and other representatives set an example for each other and for member organizations, donors and other agencies by their pursuit of excellence with high standards of performance, professionalism and ethical conduct.

This Code of Ethics is based on our mission and guided by our vision statement.

We are mindful that these statements must be clearly articulated, communicated and continuously reinforced. In addition, more detailed policies and guidelines are often needed to bring these values into actual practice. While no document can anticipate all of the challenges that may arise, the code communicates key guidelines and will assist CASA directors, volunteers, staff and other representatives in making good decisions that are ethical and in accordance with applicable legal requirements. All are encouraged to discuss any question or concerns they have with a member of the executive board or the executive director.

1. PERSONAL AND PROFESSIONAL INTEGRITY

A personal commitment to integrity in all circumstances benefits each individual as well as the organization. We therefore:

- Strive to meet the highest standards of performance, quality service and achievement in working towards the CASA mission.
- Communicate honestly and openly and avoid misrepresentation.
- Promote a working environment where honest, open communication and minority opinions are valued.
- Communicate and exhibit respect and fairness toward all those with whom we come into contact.

2. ACCOUNTABILITY

CASA is responsible to its stakeholders, which include member organizations, donors and others who have placed faith in CASA. To uphold this trust we:

- Promote good stewardship of CASA resources, including fees, grants and other contributions that are used to pay operating expenses, salaries, and employee benefits.
- Refrain from using organizational resources for non CASA purposes.
- Observe and comply with all laws and regulations affecting CASA.

- Refrain from taking any action to fraudulently influence, coerce, manipulate, or mislead the auditors for the purpose of rendering the financial statements materially misleading.

3. SOLICITATIONS AND VOLUNTARY GIVING

The most responsive contributors are those who have the opportunity to become informed and involved. We therefore:

- Promote voluntary giving in dealing with donors and vendors.
- Refrain from any use of coercion in fundraising activities, including predicting professional advancement in response to solicitations.

4. DIVERSITY AND EQUAL OPPORTUNITY

CASA is an equal opportunity employer and is committed to the principle of diversity. We therefore:

- Value, champion and embrace diversity in all aspects of CASA activities and respect others without regard to race, color, religion, creed, age, sex, national origin or ancestry, marital status, veterans status, sexual orientation, or status as a qualified disabled or handicap individual.
- Support affirmative action and equal employment opportunity programs throughout CASA.
- Refuse to engage in or tolerate any other form of discrimination or harassment.

5. CONFLICT OF INTEREST

To avoid any conflict of interest or the appearance of a conflict of interest which could tarnish the reputation of CASA as well as undermine the public's trust in all CASA organizations, CASA directors, staff and other representatives must review and sign the Conflict of Interest Policy (attached) and submit a Conflict of Interest Survey on an annual basis.

6. CONFIDENTIALITY AND PRIVACY

Confidentiality and respect for privacy are the hallmark of professionalism. We therefore:

- Ensure that all confidential, privileged or nonpublic information is not disclosed inappropriately.
- Respect the privacy rights of all individuals.

7. POLITICAL ACTIVITY

CASA encourages individual participation in civic affairs. However, as a charitable organization, CASA may not make contributions to any candidate for public office or political committee and may not intervene in any political campaign on behalf of or in opposition to any candidate for public office. We therefore:

- Refrain from making any contributions to any candidate for public office or political committee on behalf of CASA.
- Refrain from making any contributions to any candidate for public office or political committee in a manner that may create the appearance that the contribution is on behalf of CASA.

- Refrain from using any organizational financial resources or facilities to endorse or oppose a candidate for public office.
- Clearly communicate that we are not acting on behalf of the organization if identified as an official of CASA while engaging in political activities in an individual capacity.
- Refrain from engaging in political activities in a manner that may create the appearance that such activity is by or on behalf of CASA.

8. GUIDANCE AND DISCLOSURE

Volunteers, staff and representatives are encouraged to seek guidance from the Board of Directors concerning interpretation or application of this Code of Ethics. Any known or possible breaches of the Code of Ethics should be disclosed.

Reports of possible breaches will be handled in the following manner:

- All reports of possible breaches will be treated in confidence as much as the organization's duty to investigate and the law allow. If confidentiality cannot be maintained, the individual disclosing the possible breach will be notified.
- All reported breaches will be investigated and if needed appropriate action taken based upon the policies of the organization.
- Retaliation against the person who suspects and reports a breach in good faith will be treated as an independent breach of the code.
- CASA for Kids, Inc., Barry/Eaton County affirms prompt and fair resolution of all reported breaches.

I have read and agree to abide by the Code of Ethics Policy of CASA for Kids, Inc., Barry & Eaton Counties.

Signature

Date

Printed Name

Reviewed, Amended, and Approved by the Board, November 24, 2014
Reviewed, Amended, and Approved by the Board, December 6, 2014
cc. Board Member Packet



Conflict of Interest Policy

The Conflict of Interest Policy governs the conduct and involvement of Board Members, program staff, program volunteers, committee members, and paid consultants. CASA for Kids, Inc. Barry & Eaton Counties (CASA) believes in avoiding situations in which a person's business or personal interests may unduly influence or show favoritism in any decision making process. Certain situations may involve real or apparent conflicts of interest. Believing that service should not be rendered impossible solely by reason of these conflicts, such matters shall be handled through full disclosure of any such interests and noninvolvement in any decision wherein a conflict is involved. The foregoing requirements should not be construed as preventing a person from serving within his or her role or capacity within or for the organization.

Definitions:

There are two types of conflict of interest situations:

A. Self-dealing

A self-dealing situation is any transaction or decision from which the person may profit or receive monetary benefit. It includes prohibitions falling within the Internal Revenue Code (generally Section 4941 IRC) and the Michigan Charitable Trustees Powers Act (Section 14.275 MCLA). It also includes situations where the Director, committee or staff member owns 33% or more of: 1] the voting stock, 2] a partnership interest (profits & losses), or 3] a financial or benefit interest in a corporation, partnership, or other organization that is involved in a CASA transaction. Individuals are prohibited from having direct or indirect financial interest in the assets, leases, business transactions, or professional services of the program.

B. Conflict of Loyalty

A conflict of interest exists when the person could personally benefit, either directly or indirectly, in the outcome of a decision due to his or her involvement. A conflict of interest also exists when the person has a personal interest in the outcome of a decision. A conflict of interest situation is any transaction or decision in which the person individual finds himself or herself in a position of divided or conflicted loyalties. The person is in a position of conflicting loyalties whenever another relationship significantly impacts or biases his or her decision-making ability. Relevant factors in determining a conflict of interest situation include the duration, strength, and intimacy of a personal or business relationship or affiliation and the functions performed by the individual.

Key Questions to Evaluate Conflicts and Potential Conflicts:

The following are typical categories of situations where conflicts might arise or give rise to the appearance of conflict. These categories are not all inclusive. If a particular situation is not addressed, consultation with an attorney is appropriate for help with analyzing relevant factors.

In order to help evaluate and understand actual and potential conflicts as well as situations that give rise to the appearance of a conflict, it is required that the individual involved with the conflict and the Executive Director or Board President answer the following questions and submit them to the Board of Directors. The Board of Directors will use the answers as one factor in making a decision.

- A. Hiring individuals or engaging volunteers who are close relatives of current CASA staff or volunteers:
 - Given the role considered, what are the potential conflicts?
 - Have all CASA policies and procedures relevant to employment or volunteer engagement been followed?
 - Can this position be structured so that the conflicted party has no supervisory responsibilities with the relative without disrupting CASA business practices?
 - Will the conflicted party play any role in the hiring process?
 - Does this person have a unique expertise that the service cannot be obtained anywhere else?
 - What are the alternatives if this person is not employed or engaged as a volunteer by CASA?
 - Is this job integral to the success of CASA?
 - How will this appear in the eyes of the public; does it stand up to the value of “integrity in all things?”
- B. CASA Board Members, staff, and volunteers who engage in paid or unpaid work outside CASA:
 - Is the other entity in the same or a similar field as CASA?
 - Are the entity’s purposes or interests in any way adverse to CASA’s mission and interests?
 - Do the entities serve the same population as CASA, and if so, what are the conflict of interest and confidentiality considerations?
 - What are the potential role conflicts?
 - Does the person have access to financial or other confidential or proprietary data or information of CASA?
 - Does the outside work detract in any way from the person’s ability to perform her/his functions related to CASA?
 - Does the outside work create a conflict of loyalty or interest between CASA and the other entity?
 - Does the outside work create any risk to CASA’s reputation?
 - How will this appear in the eyes of the public; does it stand up to the value of “integrity in all things?”
- C. Contracting for products or services with the person:
 - Is this product or service integral to the success of CASA?
 - Has CASA received information from parties other than the person that addresses the

- quality of the service or products being acquired or provided?
 - Will the management of the delivery of the service or product within CASA be done by someone other than the person or other than someone who is supervised by the person?
 - How will this appear in the eyes of the public; does it stand up to the value of “integrity in all things?”
- D. A person serving on another board or other governing body who has business with CASA or with which CASA may have a potential adverse interest:
- Is the person serving on the board of that entity as part of his or her job responsibility for CASA?
 - Was there an advance disclosure and have both parties agreed that, in cases of conflict or where there was a direct and adverse interest/competition, there would be a mechanism for recusal, disclosure, and any other safeguards to protect CASA?
 - Is there a plan in place for how the person will conduct himself or herself when serving on other boards?
 - What impact will this service have on CASA ability to do its business?
 - Will any decisions made by the person working for the other organization be made with regard to CASA best interests?
 - What are the costs and benefits to CASA?
 - What are the alternatives, if any?
 - How will this appear in the eyes of the public; does it stand up to the value of “integrity in all things?”

Evaluating Conflict Situations

In order to determine an appropriate course of action, CASA will be guided by the following:

- Compliance with the letter and the spirit of all applicable laws relevant to all parties to the transactions
- Adherence to CASA policies and procedures
- Ability to act within the scope of CASA values
- Transparency
- Avoidance of private benefit
- Consequence to CASA from declining to participate
- Financial or other benefit to CASA.
- Availability of other alternatives
- Ability to mitigate reputational risks to CASA and
- Financial or other benefits to the other party

Prohibitions:

- People are prohibited from self-dealing.
- People are prohibited from being employed in a position or affiliated with an agency that is determined to be a conflict of interest for CASA.
- People are prohibited from serving as a Board Member and a CASA Volunteer simultaneously.

- CASA volunteers are prohibited from being related or affiliated to any parties involved in an assigned case.
- Attorneys on the Board (or other members of the attorney's legal organization) are prohibited from the following:
 - 1) Provision of legal services on behalf of CASA
 - 2) Provision of legal opinions on behalf of CASA
 - 3) Provision of legal analysis on behalf of CASA
 - 4) Representation of any party to an abuse/neglect case served by CASA
- The CASA Board will determine prohibitions related to specific conflicts of interest upon disclosure.

Disclosure:

Board Members, program staff, and program volunteers shall annually file a Conflict of Interest Survey with CASA's Executive Director, disclosing any anticipated or possible conflict situations. This disclosure shall include potential role or employment conflicts, potential relationship conflicts, other outside board involvement, any for-profit ventures used by CASA in which the person retains an interest, and any criminal charges. New potential conflicts of interests subsequent to the survey completion shall be disclosed as soon as they arise.

Any Board Member, committee, or staff member having an anticipated or possible conflict on any matter under consideration by CASA shall disclose that situation, and shall not vote or use his/her influence on the matter. The minutes of the Board Meetings shall reflect the abstention from voting.

Any volunteer having an anticipated or possible conflict of interest regarding a case related matter or other matter under consideration by CASA shall disclose that situation, and abstain from involvement regarding the matter as directed by the Executive Director or the Board.

Failure to disclose potential conflicts prior to involvement may affect the individual's continued involvement and service with the organization up to and including dismissal.

If there is any credible evidence that a person has committed a criminal or civil violation of laws pertinent to fraud, conflict of interest, bribery, gratuity, or similar misconduct involving program funds, the CASA program shall notify Michigan CASA and National CASA.

I have read and agree to abide by the Conflict of Interest Policy of the CASA for Kids, Inc., Barry & Eaton Counties.

Signature

Date

Reviewed, Amended, and Approved by the Board November 24, 2014
 Reviewed, Amended, and Approved by the Board January 20, 2015
 Reviewed, Amended, and Approved by the Board February 17, 2015
 cc. Board Member Packet, CASA Volunteer Manual



Conflict of Interest Survey

Year: _____

Name: _____

Present Occupation: _____

Title: _____

If Applicable:

Spouse's Name: _____

Spouse's Present Occupation: _____

Spouse's Title: _____

Definitions:

Affiliated/Affiliation refers to the following: spouse, domestic partner, child, mother, father, sibling; any corporation, business, or non-profit organization which you serve as staff, officer, board member, partner, participate in management or are employed by; any trust or other estate on which you have a substantial interest or in which you serve as a trustee or in a similar capacity.

Disclosures:

Certain affiliations may pose a conflict of interest and could preclude your involvement with CASA for Kids, Inc. Barry & Eaton Counties.

With regard to your service with CASA for Kids, Inc. Barry & Eaton Counties (CASA), please disclose any following potential conflicts of interest:

a. Please list the names of community boards, charities, or corporations in which you or an affiliated individual serves. Please include any position held with that entity.

b. Please disclose all other paid employment, volunteer, or contract work.

c. Please describe any conflicting or limiting factors due to business rules, relationships, or activities of your current employer that may limit your participation with CASA.

d. Please list your affiliation with any known vendor, supplier, or other party providing or bidding for providing services, having a direct or indirect interest in any business transaction , agreement, or investment with CASA.

e. Please list any known business dealings or transaction with a funder, contributor, or supplier of CASA that could result in benefit to you.

f. Please list any legal proceedings that could pose a conflict of interest or adversely affect CASA and any criminal charges.

g. Are you affiliated with any CASA staff or volunteers? If yes, please list.

I hereby confirm that the disclosures made above are complete and correct to the best of my information and belief. I understand that the Board or the Director will determine my ability to participate in discussion or decision making of any matter related to any potential conflict of interest. I agree that if I become aware of any new information regarding potential conflicts of interest, or that I have not complied with the conflict of interest policy, I will notify the Executive Director or Board President immediately.

Signature

Date

Adopted by the Board December 6, 2014
Reviewed, Amended, and Approved by the Board January 20, 2015
Reviewed, Amended, and Approved by the Board February 17, 2015
cc. Board Member Packet, CASA Volunteer Manual



Confidentiality Policy and Agreement

It is a basic value of CASA for Kids, Inc. Barry & Eaton Counties (CASA) to respect the privacy of its clients, donors, members, staff, volunteers, and of the organization itself. Staff, volunteers, and board members of CASA may be exposed to information which is confidential and/or privileged and proprietary in nature. It is the policy of CASA that such information must be kept confidential both during and after employment or volunteer service. Staff and volunteers, including board members, are expected to return materials containing privileged or confidential information at the time of separation from employment or expiration of service.

Unauthorized disclosure of confidential or privileged information is a serious violation and will result in appropriate discipline including potential removal/dismissal.

Specific guidelines to ensure confidentiality and privacy are identified below:

Case related Information

The child and family's right to privacy is respected by maintaining confidentiality in a manner consistent with applicable laws and regulations.

- All case related information and identifying information shall be kept confidential and not discussed with anyone outside of the CASA Program staff and parties to the case (DHS/private agency caseworker, guardian ad litem, prosecuting attorney, and the court). This includes referral information regarding prospective clients.
- Volunteers have access to information regarding their assigned case as outlined in their court order, however, they are not able to share confidential information with such individuals or parties.
- Volunteers will maintain the privacy of written case information by maintaining their case file and other written correspondence in a place that does not allow for any breach of confidentiality. Volunteers will return their case file to the program within two weeks of case closure.
- CASA staff maintain case files in a locked cabinet.
- Care will be taken by all staff and volunteers to protect the identity of clients within electronic transmissions by omitting the client's name or using the client's initials where possible. Email correspondence will also include a confidentiality statement.
- Access to case information by other individuals is restricted without a request for information accompanied by a valid release of information/signed authorization or court order. Volunteers

and staff must consult with the Executive Director before releasing information in order to determine what information may be released and to whom.

- Violation of case confidentiality can result in the discrediting of the CASA program and may result in immediate dismissal.

Organization Information

The organization's administrative, human resource, and governing information shall be kept confidential in a manner consistent with applicable laws and regulations. Information that should be confidentially maintained includes the following:

- Case related information
- Staff, volunteer, and board human resource information
- Donor information
- Organization financial information
- Governing board session information

Any questions concerning the confidentiality of specific information should be directed to the Executive Director or the Board President.

Confidentiality Agreement

I, _____, have read CASA's Confidentiality Policy and agree to abide by the requirements of the policy and inform the Executive Director or Board President if I believe any violation of the policy has occurred. I understand that violation of this policy can lead to disciplinary action, up to and including termination of my service with CASA.

Signature

Date

Printed Name



Mandated Reporting Policy

I. Public Policy- Michigan's Child Abuse Reporting Law (M.C.L.A. 722.621 Child Protection Law)

1. Requires mandatory reporting by professionals.
2. Provides for protection of children who are neglected or abused.
3. Preserves family life.
4. Enhances the welfare of the child.
5. Provides civil and criminal immunity for certain individuals.

II. Reporting Requirements:

1. Professionals are mandated to report suspected abuse. Physicians, nurses, caseworkers, teachers, CASA volunteers and law enforcement officials have a legal obligation to report suspected abuse. In addition to those who are required to report child abuse and neglect under Section 3 of M.C.L.A. 722.623, any person including the child who has reasonable cause to suspect child abuse or neglect may report the matter to DHS or the appropriate law enforcement agency. (M.C.L.A. 722.625).
2. In a non-emergency, CASA volunteers should immediately contact their Advocate Supervisor~~/~~ or appropriate Staff member to discuss the situation. In an emergency, CASA volunteers should contact 911 or the appropriate authority first.
3. An oral report should immediately be filed with Central Intake. Within 72 hours of filing an oral report a written report should be filed.
4. The identity of person reporting shall be kept confidential (except with said persons consent or by judicial process). (M.C.L.A. 722.624).
5. Within 24 hours after receiving reports, DHS may refer the report to the prosecuting attorney if the report meets the requirements of 722.623 (6) or shall commence an investigation of the child suspected of being abused or neglected. (M.C.L.A. 722.628).
6. Within 24 hours of a report either from the person or DHS, the local laws enforcement agency shall refer the report to the department if the report meets the requirements of 722.623 (7), or shall commence investigation. (M.C.L.A. 722.628).
7. A person required to report an act or instance of child abuse or neglect who fails to do so is liable for the damages proximately caused by the failure.
8. A person required to report an instance of child abuse or neglect who knowingly fails to do so is guilty of a misdemeanor. (M.C.L.A. 722.633).

III. Central Intake Reporting Hotline for Suspected Abuse and Neglect: 1-855-444-3911



Limited English Proficiency (LEP) Policy

PURPOSE: The purpose of this policy is to establish effective guidelines, consistent with Title VI of the Civil Rights Act of 1964 and Executive Order 13166, for program personnel to follow when providing services to, or interacting with, individuals who have limited English proficiency (LEP). Following these guidelines ensures that all children and families served by CASA for Kids, Inc. Barry & Eaton Counties (CASA) are able to receive court appointed advocacy in an understandable manner.

POLICY: It is the policy of this program to provide timely meaningful access for LEP persons to the organization's programs and activities. CASA will provide free language assistance services to LEP persons require language assistance services, and will also inform LEP persons that language assistance services are available free of charge.

Adopted by the Board, August 17, 2016



Anti-Discrimination Policy

CASA for Kids, Inc. Barry & Eaton Counties (CASA) is an equal opportunity employer and operates in compliance with federal, state and local laws and regulations prohibiting discrimination in employment. CASA prohibits preference, limitation, specification, or discrimination based upon race, color, sex, pregnancy, marital status, parental status, sexual orientation, gender identity, political ideology, age, creed, religion, ancestry, national origin or the presence of any sensory, mental or physical disability (not constituting a bona fide occupational qualification). CASA's facilities are free of barriers that restrict the employment of or use by physically challenged staff, volunteers, and others. Further, it is CASA's intent to ensure that the principle of equal opportunity is implemented in all personnel-related actions, including, but not limited to, recruitment, selection, hiring, testing, training, promotion, compensation, and all other terms and conditions of employment in all job classifications. Specifically addressing recruitment, CASA will advertise all full-time position vacancies and the advertisement will specify that CASA is an "Equal Opportunity Employer." This policy also applies to matters pertaining to volunteer participation, board participation, provision of services, and funding.

Reviewed, Amended, and Approved by the Board, December 1, 2012
Reviewed, Amended, and Approved by the Board, May 4, 2013
Reviewed, Amended, and Approved by the Board, February 10, 2015



Equal Employment Opportunity Policy

CASA for Kids, Inc. Barry & Eaton Counties (CASA) is an equal opportunity employer and operates in compliance with federal, state and local laws and regulations prohibiting discrimination in employment. CASA prohibits preference, limitation, specification, or discrimination based upon race, color, sex, pregnancy, marital status, parental status, sexual orientation, gender identity, political ideology, age, creed, religion, ancestry, national origin or the presence of any sensory, mental or physical disability (not constituting a bona fide occupational qualification). CASA's facilities are free of barriers that restrict the employment of or use by physically challenged staff, volunteers, and others. Further, it is CASA's intent to ensure that the principle of equal opportunity is implemented in all personnel-related actions, including, but not limited to, recruitment, selection, hiring, testing, training, promotion, compensation, and all other terms and conditions of employment in all job classifications. Specifically addressing recruitment, CASA will advertise all full-time position vacancies and the advertisement will specify that CASA is an "Equal Opportunity Employer." This policy also applies to matters pertaining to volunteer participation, board participation, provision of services, and funding.

Adopted by the Board, February 10, 2015



Diversity and Inclusiveness Policy

Vision and Guiding Principles

CASA for Kids, Inc., Barry & Eaton Counties (CASA) provides advocates for abused and neglected children. Building on our legacy of quality advocacy, we acknowledge the need to understand, respect, and celebrate diversity including race, gender, age, religion, national origin, ethnicity, sexual orientation, socioeconomic status, and the presence of a sensory, mental, or physical disability. We also value diversity of viewpoints, life experiences, talents, and ideas.

We live in a multicultural society; therefore, an inclusive organization should also be multicultural. To achieve this goal, we will increase involvement of currently underrepresented communities, particularly people of color and men, at every level of the organization, including volunteer, staff, and board composition. Cultural awareness and competency should be integral components of all board, staff, and volunteer activities.

As a diverse organization, CASA can better represent and advocate for the children served and have a far greater impact on abused and neglected children in the child welfare system. Therefore, it is the objective of CASA to achieve diversity of the organization as reflected in its policies, volunteer, board, and staff composition, committee activities, management plans, resource materials, public relations materials, and training opportunities.

CASA will strive to achieve and maintain a board, staff, and volunteer base that reflects the makeup of the children in the judicial system as well as the local community. CASA is inclusive and active in recruiting, selecting, and promoting qualified staff reflective of the children served. In order for CASA to represent the best interests of children in juvenile and family court proceedings, it is important that CASA board, staff, and volunteers are cognizant of and sensitive to children's frame of reference, including their heritage, culture, ethnicity, religion, and family structure. It is also important to be able to communicate sensitively with children, families, and the community to effectively advocate for children and the program. CASA's advocacy is available to all individuals regardless of race, gender, age, religion, national origin, ethnicity, sexual orientation, socioeconomic status, or disability.

Diversity and Inclusiveness Plan

A Diversity and Inclusiveness Plan is maintained and updated as part of the Strategic Plan to ensure that the policy standards are assessed annually.



Anti-Harassment Policy

CASA for Kids, Inc. Barry & Eaton Counties (CASA) has a policy of zero tolerance concerning unlawful employee harassment. CASA expressly prohibits any form of unlawful harassment on the basis of race, color, religion, sex, national origin, age, disability, veteran status, marital status, or sexual orientation in all its practices including, but not limited to recruiting, selecting, and promoting personnel. Improper interference with the ability of employees to perform their expected job duties is not tolerated.

Harassment infringes on an employee's right to a comfortable work environment and undermines the integrity of the employment relationship. All employees should enjoy a work atmosphere free from all forms of harassment.

Concerning sexual harassment, CASA prohibits unwelcome sexual advances, requests for sexual favors, and all other verbal or physical conduct of a sexual or otherwise offensive nature especially where:

- Submission to such conduct is made either explicitly or implicitly a term or condition of employment;
- Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or,
- Such conduct has the purpose or effect of creating an intimidating, hostile or offensive work environment.

Types of conduct that are expressly forbidden are as follows:

- Unwanted pressure for sexual favors or dates;
- Deliberate touching of hair, clothing or body, leaning over, cornering, or pinching;
- Sexual looks, gestures, jokes, remarks, or sounds;
- Giving inappropriate personal gifts, such as lingerie or underclothes;
- Asking personal questions about social or sexual life;
- Turning work discussions to sexual topics;
- Making sexual comments or innuendoes;
- Discussions of an unwanted or offensive nature regarding an individual's personal life;
- Foul or obscene language;
- Suggestive or sexually explicit posters, calendars, photographs, faxes, graffiti, or cartoons;
- Same sex harassment;
- Unwanted or offensive letters or poems, e-mail, voice messages, or telephone calls;
- Sexual favors in return for employment rewards, or threats if sexual favors are not provided;
- Sexual assault or rape; and,

- Any other conduct or behavior CASA deems inappropriate.

Each employee is responsible for creating an atmosphere free of discrimination and harassment, sexual or otherwise. Further, employees are responsible for respecting the rights of their co-workers.

An employee who experiences any job-related harassment on the basis of race, color, religion, sex, national origin, age, disability, veteran status, marital status, sexual orientation, or another factor, or believes that he or she has been treated in an unlawful, discriminatory manner should confront the harasser and request him or her to stop. The employee should promptly report the incident to the Executive Director. If he or she believes it would be inappropriate to discuss the incident with the Executive Director, the employee should report the incident to the President of the Board. Upon notice of the complaint, CASA will immediately conduct a thorough, objective investigation of the harassment allegations. The complaint will be kept confidential to the maximum extent possible.

If CASA determines that an employee is guilty of harassing another individual, appropriate disciplinary action, up to and including discharge, will be taken against the offending employee.

CASA prohibits any form of retaliation against any employee for filing a bona fide complaint under this policy or for assisting in a complaint investigation. If, after investigating any complaint of harassment or discrimination, CASA determines that the complaint is not bona fide and was not made in good faith, or that an employee has provided false information regarding the complaint, disciplinary action, up to and including discharge, will be taken against the employee who gave the false information.

Reviewed, Amended and Approved by the Board, March 19, 2013
Reviewed, Amended, and Approved by the Board, February 10, 2015



Workplace Violence Prevention Policy

CASA for Kids, Inc. Barry & Eaton Counties (CASA) prohibits any behavior that could be construed as threatening, aggressive, confrontational, or violent. Absolutely no weapons are allowed on CASA's premises. To that end, CASA reserves the right to require any employee to submit to a search of personal effects on request.

Employees should immediately warn the Executive Director of any potentially dangerous or suspicious workplace activity, including situations or incidents that they observe or are aware of that involve other employees, volunteers, visitors, or outsiders who appear threatening. The Executive Director will conduct a confidential investigation of all reports of violence. Employees who confront or encounter an armed, violent, or dangerous person should not attempt to challenge or disarm the individual.

Any employee who violates this policy will be subject to disciplinary action, up to and including discharge. Violations of this policy by employees, visitors, volunteers, or outsiders may be reported to local law enforcement personnel. Employees will not be retaliated against for making good faith reports under this policy.

Reviewed, Amended and Approved by the Board, March 19, 2013



Whistleblower Policy

A whistleblower as defined by this policy is an employee, board member or volunteer of CASA for Kids, Inc. Barry & Eaton Counties (CASA) who reports any activity that he or she considers to be illegal, dishonest, unethical, or inappropriate to one or more of the parties specified in this policy. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate management officials are charged with these responsibilities.

Examples of illegal, dishonest, unethical or inappropriate activities are violations of federal, state or local laws; billing for services not performed or for goods not delivered; and other fraudulent financial reporting.

If an employee knows of or is concerned about such activities, the employee is to contact the Board President who is responsible for investigating and coordinating corrective action. The Board President can appoint anyone appropriate to aid in the investigation. An employee who knowingly or intentionally files a false report of wrongdoing will be subject to disciplinary action up to and including termination.

CASA provides whistleblower protections in two important areas: providing confidentiality and preventing retaliation. As much as possible, CASA will maintain the whistleblower's confidentiality. However, CASA may have to disclose the whistleblower's identity in order to conduct a thorough investigation, to comply with the law, or to provide accused individuals their legal rights of defense. CASA will not retaliate against a whistleblower. Retaliation includes, but is not limited to an adverse employment action (such as termination, compensation decreases, or poor work assignments) or threats of physical harm. Any whistleblower who believes he or she is being retaliated against must contact the Board President immediately. The right of a whistleblower to be protected against retaliation does not include immunity for the whistleblower's personal wrongdoing.

If an employee has any questions about this policy, he or she should contact the Program Director or Board President.



Alcohol and Drug Free Workplace Policy

It is the intent of CASA for Kids, Inc. Barry & Eaton Counties (CASA) to provide a drug free, healthy, and safe environment for its employees. CASA recognizes that the use of alcohol or drugs in the workplace can threaten the safety of the work environment and interfere with the operation of the organization. The manufacture, distribution, dispensing, sale, possession, or use of alcohol or controlled substances is prohibited in the workplace.

Employees are prohibited from coming to work under the influence of alcohol or illegal drugs. CASA reserves the right to order a drug or alcohol screen (urine or serum) on an employee who the Executive Director reasonably believes has reported to work under the influence of alcohol or controlled substances. The Executive Director may suspend the employee pending the outcome of the drug or alcohol screen.

The CASA policy prohibiting the use or possession of controlled substances does not apply if the controlled substance is being used pursuant to a valid prescription for the employee issued by a medical practitioner while acting in the course of the practitioner's professional practice, or pursuant to other uses authorized by law, provided that the controlled substance is used by the employee at the prescribed or authorized dosage level, and the level is consistent with safe performance of the employee's duties. An employee who must use a prescription drug that causes or may cause adverse side effects (for example, drowsiness, or impaired reflexes or reaction time) should inform the Executive Director of the possible adverse effects of the drug on performance and the expected duration of use. The executive Director may grant the employee sick leave or temporarily assign him or her to different duties.

Any employee of CASA who has a criminal drug statute conviction must notify the Executive Director of the conviction no later than five (5) days after the date of conviction.

Violation of this policy will result in disciplinary action, up to and including termination of employment or criminal prosecution.



Smoke Free Environment Policy

CASA for Kids, Inc. Barry & Eaton Counties (CASA) provides a smoke free environment for its employees. Smoking and smokeless tobacco are prohibited on CASA premises.

Reviewed, Amended, and Approved by the Board, July 23, 2013
Reviewed, Amended, and Approved by the Board, December 6, 2014



Facility and Workplace Management Policy

CASA for Kids, Inc. Barry and Eaton Counties (CASA) conducts its operations in offices that provide a safe, secure, and well-maintained physical environment for its staff, volunteers, and visitors.

The CASA offices are in full compliance with applicable health, fire safety, and accessibility codes and regulations.

The Director ensures that program equipment is appropriately maintained and used.

In the event of program dissolution, the plan for the disposition of CASA's property is as follows:

- Personal property or assets will be liquidated to satisfy any outstanding debts.
- Any remaining property will be donated to local charitable organizations with a similar mission.

Adopted by the Board January 20, 2015

Reviewed, Amended, and Approved by the Board February 17, 2015



Computers and Electronic Mail Policy

Computers and electronic mail are the property of CASA for Kids, Inc. Barry & Eaton Counties (CASA) and may be accessed by CASA in the ordinary course of business. The Executive Director shall be responsible for instituting procedures to ensure the greatest possible safety and security of CASA's technological equipment as well as procedures to govern the use of computers and electronic mail. At a minimum, this includes locking the office when it is closed and ensuring that the computer system is backed up on a regular basis. Computers and electronic mail are provided to employees to assist them in the performance of their job duties. Employees should have no expectation of privacy in the information contained in their computers or electronic mail. Computers and electronic mail may be used for CASA business only. Care will be taken by all staff and volunteers to protect the identity of clients within electronic transmissions by omitting the client's name or using the client's initials where possible. Electronic mail correspondence will also include a confidentiality statement. Employees are required to adhere to the Electronic and Social Media Policy and Agreement. Personal use of computers and electronic mail is prohibited. No commercial, religious, offensive, harassing, or disruptive messages, including but not limited to those of a sexual nature, may be sent by electronic mail. No chain letters, jokes, comics, or non-job-related graphics may be sent by electronic mail. Violation of this policy will result in disciplinary action, up to and including discharge.

Reviewed, Amended, and Approved by the Board, July 23, 2013
Reviewed, Amended, and Approved by the Board, December 6, 2014
Reviewed, Amended, and Approved by the Board, February 17, 2015
cc. Advocate Supervisor Manual



Electronic and Social Media Policy and Acknowledgement

Employees, Board Members and Volunteers (hereafter individuals) of CASA for Kids, Inc. Barry & Eaton Counties (CASA) shall refrain from posting any inappropriate material; providing links to inappropriate websites; or posting undesirable comments, references or pictures anywhere on the web where the posting directly or indirectly refers to CASA, to any pseudonym that is meant to refer to the organization, or to any individual associated with the organization. Individuals found to be in violation of this policy may be disciplined at the discretion of the CASA Executive Director or the CASA Board.

This policy includes public postings to any electronic media: including, but not limited to, intranet and internet forums, blogs, web logs, photoblogs, online web communities, list serves, internet diaries, instant messaging, text messaging, podcasts, amateur video sites, and all web postings -- such as those in chat rooms, on bulletin boards, websites or web pages. Wikis, public/shared email, online compilations of photographs or videos, and links to any of the foregoing items are also included in this prohibition.

"Inappropriate material" shall be defined as postings, depictions or descriptions of illicit substances and/or their paraphernalia; underage drinking; inclusion of harassing, hostile, false, or confidential information; and any other acts that violate local, state, federal or CASA program laws, statutes, policies/procedures, rules, and regulations. Also prohibited are prejudiced or discriminatory statements against any individuals, businesses, government agencies or groups. Individuals should avoid creating the impression that the views expressed through any electronic or social media outlet are anything more than personal opinions.

Postings which directly or indirectly make reference to CASA include, but are not limited to, postings which name CASA, CASA for Kids, Inc. Barry & Eaton Counties, CASA for Kids, Court Appointed Special Advocates, or any name meant to refer to the organization; photographs or videos which depict the CASA name, logo, or symbols; photographs or videos which display any CASA sponsored activities; postings which link to any local, state, national, international web page referring to CASA; and usernames or email addresses which indicate an affiliation with CASA.

I have read, understand and will abide by Electronic and Social Media Policy; enhancing the credibility of CASA's role and the integrity of my activity as a CASA Volunteer.

Signature

Date

Printed Name



Financial Controls Policy

The governing Board of CASA for Kids, Inc. Barry & Eaton Counties (CASA) establishes the following Financial Controls Policies and Procedures for handling its fiscal assets.

GENERAL:

1. The Board of Directors and the CASA Program regularly analyzes the following:
 - a. Cost of operations
 - b. Current and potential funding sources
 - c. Allocation of funds
 - d. Effectiveness in achieving budget objectives
2. The CASA program follows a written plan for securing and maintaining diversified financial resources adequate to accomplish its established goals and objectives.
3. CASA receives, disburses, and accounts for its funds in accordance with sound financial practices using a modified cash basis of accounting as recommended by its Certified Public Accountant. If annual income exceeds \$250,000 CASA will adopt the use of Generally Accepted Accounting Principles.
4. Program personnel with fiscal responsibilities are oriented to the bookkeeping system and are advised regarding any changes.
5. CASA maintains all financial records by fiscal year or calendar year as appropriate in a locked area.
6. In addition to these policies and procedures, any other applicable financial and administrative guidelines relating to specific grants shall be followed.

BANK ACCOUNTS:

1. The Board of Directors is responsible for authorizing all bank accounts and check signers.
2. The Board of Directors institutes separation of account access to ensure fiscal accountability and separation of duties.
3. Separate accounts will be maintained for any restricted funds if required by the funding source.
4. Financial institutions where CASA accounts are maintained will be notified on an annual basis of any changes in check signatories, following the transition of officers with check-signing responsibilities.
5. Two signatures are required for all account changes.

6. One signature will be required for all checks and usually checks will be signed by the Executive Director or the Treasurer. However, any one of the following are designated as authorized signatories: President, Treasurer and Executive Director.

ANNUAL BUDGET:

1. The Board of Directors is responsible for approving an annual budget.
2. The Finance Committee meets annually to review and prepare the budget for the fiscal year.
3. The annual budget is based upon the following:
 - a. Funding anticipated during the program year
 - b. Fixed and incremental costs of operating the CASA program
 - c. Identification of potential changing costs and conditions
4. The annual budget is reviewed and approved by the Board of Directors prior to the beginning of the fiscal year.
5. The Board of Directors reviews and approves all deviations from and revisions to the budget.

CASH RECEIPTS:

1. Employees handling cash will have the necessary knowledge and skills to perform the job and will be carefully supervised.
2. Incoming checks must be restrictively endorsed "For Deposit Only" when received.
3. Incoming cash must be counted and receipts/bank deposits developed by two or more persons authorized to perform these functions.
4. Records of cash received must be totaled and initialed by the Executive Director.
5. Cash collection documentation totals must be compared and reconciled to bank deposit receipts or the petty cash account balance on a regular basis.
6. Bank deposit receipts must be compared and attached to the bank deposit slips.
7. Adequate physical controls must be maintained over cash receipts from the time of receipt to deposit in the bank.
8. The Executive Director ensures prompt and accurate recording and depositing of receipts.
9. Records of receipts must be maintained in files by year in a locked area.

CASH DISBURSEMENTS:

1. The Treasurer, Executive Director or other authorized Board member may authorize disbursements including payroll and payroll related expenses via check or other electronic methods.
2. Signature stamps may never be used to sign checks and signing of blank checks is strictly prohibited.
3. To prevent duplicate payment, invoices or other supporting documentation must be canceled at time checks are signed with a notation by the authorized check-signer that includes check number and date.
4. Checks must be made payable to specific payees, based upon appropriate supporting documentation, and never to cash or bearer.

5. Only numbered checks shall be used, always in sequence and all check numbers accounted for. This does not preclude the use of electronic methods for bill payments.
6. Any voided/spoiled checks must be marked "VOID" and retained in a secure place.
7. Adequate controls will be maintained over blank check stock and only persons authorized to prepare checks may have access to blank checks.
8. Prior to preparing checks/payments, receiving reports should be compared to vendor invoices for accuracy when available.
9. Checks / payments must be supported with appropriate documents such as invoices, statements and/or receipts.
10. Disbursements that require special approval of funding sources or the governing board must be properly documented.
11. Employees, volunteers or Board members must maintain and submit a detailed expense record, with supporting documentation including original receipts, in order to be reimbursed for expenses. Credit card receipts for restaurant purchases that include a tip must be accompanied by the detailed bill from the restaurant and the credit card statement showing the total after the tip.
12. Expense records for Board Members and the Executive Director must be reviewed and initialed for approval by an authorized individual (President, Vice President or Treasurer) prior to payment. The President, Vice President and Treasurer may not approve or make expense reimbursement payments to themselves.
13. Expense records for all other employees must be reviewed and initialed for approval by the Executive Director.
14. Any billing for third-party reimbursements must be approved by the Executive Director.
15. The Executive Director must provide prior approval for all employee and volunteer cash disbursements from petty cash, initial the receipts and maintain entries in the petty cash spreadsheet for account management purposes.
16. The Executive Director may not make any petty cash reimbursement payments directly to him/herself, but may use the funds to pay expenses directly to vendors as needed, maintain the receipts, and maintain entries in the petty cash spreadsheet for account management purposes.
17. The Executive Director ensures prompt and accurate recording of expenses.
18. Record of expenses must be maintained in files by year in a locked area.

RECONCILIATION:

1. Bank accounts are reconciled to the general ledger on a monthly basis by the Treasurer and totals reviewed in a Transactions Report.
2. The Treasurer receives or accesses the bank account balances and statements electronically.
3. The Treasurer has the authority to contact bank representatives with any account questions.
4. Checks outstanding over 90 days must be periodically investigated, with payment stopped and an entry made restoring such items to cash if appropriate.
5. The Board Treasurer balances the receipts against the petty cash spreadsheet and petty cash balance on at least a quarterly basis. Any shortfall is the responsibility of the Executive Director.

FINANCIAL REPORTING AND FINANCIAL ACCOUNTABILITY:

1. The CASA Program is accountable to the Board of Directors for prudent financial management.
2. Separation of duties is maintained to the extent possible to ensure financial accountability
3. The program adheres to written operational procedures in regards to accounting practices.
4. The Board of Directors reviews the financial controls policy and monitors the program's compliance with financial procedures to ensure fiscal management and detect fraud or abuses of the system.
5. The following financial reports are prepared and presented by the Treasurer to the Board of Directors for review on a monthly basis including the following:
 - a. Monthly Income Expense Report
 - b. Monthly Budget v. Actual Report
 - c. Transactions Report
6. An Internal Revenue Service Form 990 is completed annually and filed in a timely manner.
7. The CASA Program maintains its tax exempt 501 c(3) status from the Internal Revenue Service.
8. The CASA program makes timely payments to the Internal Revenue Service or other taxing authorities as required by law.
9. An annual report is developed which includes financial, statistical, and service data summary information and is made available to the public.
10. An annual review or audit is completed in accordance with the standards listed in the following section.

ANNUAL FINANCIAL REVIEW OR AUDIT

1. An annual financial review or audit (as specified below) will be conducted by a qualified outside independent certified public accountant in accordance with generally accepted accounting standards within nine months of the end of the fiscal year.
 - a. If the annual expenses exceed \$75,000 and is less than \$200,000, a financial review is minimally completed annually with a financial audit completed in lieu of the review every 4 years.
 - b. If the annual expenses exceed \$200,000 and is less than \$350,000, a financial review is minimally completed annually with a financial audit completed in lieu of the review every 3 years.
 - c. If the annual expenses exceed \$350,000 and is less than \$500,000, a financial audit is completed every other year with a financial review completed minimally on the off years.
 - d. If the annual expenses exceed \$500,000, a financial audit is completed at the end of each fiscal year.
2. The Finance Committee or the Board Treasurer and Executive Director reviews the audit or review findings and meets with the independent certified accountant as necessary.
3. If a management letter accompanies the Financial Review or Financial Audit, the Board of Directors reviews the letter and ensures that the program acts on any recommendations.
4. The Financial Review or Financial Audit is reviewed and approved by the Board of Directors.
5. The Financial Review or Financial Audit is made available for public inspection upon request.

6. The program shares any review or audit findings or questioned costs from any private or government audit or monitoring report.

RESERVES:

1. The Board of Directors must approve a transfer of funds or a deposit into the reserve account as determined appropriate.
2. The Board of Directors must approve withdrawals from the reserve account as determined appropriate.

ENDOWMENTS:

1. The establishment of an endowment fund must involve the Board Treasurer and requires approval from the Board of Directors.
2. A contribution of CASA's funds to an endowment fund requires approval from the Board of Directors.
3. Endowment fund records are be maintained in a locked area with financial records.
4. Endowment fund yearly reports must be reviewed by the Board Treasurer and details reported to the Board of Directors on a yearly basis.
5. Access to endowment funds and conditions for access to the funds must be documented and maintained with the endowment records.

INVESTMENTS:

Any policies regarding investments will be made by the Board of Directors on an "as needed" basis.

INCOME AND SUPPORT:

1. Fundraising Activities:
 - a. The Board of Directors must approve all fund-raising activities, including solicitation and acceptance of contributions.
 - b. The Executive Director renews the Charitable Solicitation License with the State of Michigan each year to legally conduct charitable solicitations.
 - c. The program provides funders with an accurate description of the program, its purposes and services, and the financial needs for which the solicitation is being made.
 - d. The program expends funds for the purposes for which they were solicited except for reasonable costs for the administration of the fundraising activities.
4. Donations:
 - a. The Executive Director maintains accurate and updated records of all donations, including the donor's name, amount, date, and any related restrictions on contributions.
 - b. The Board or the Executive Director issues letters acknowledging the receipt of gifts or donations to donors in accordance with applicable laws.
5. Grants:

- a. The Board of Directors must approve all grants with related restrictions or requirements.
- b. The Board and Executive Director are responsible for assuring compliance with the terms and conditions of all grants and restricted contributions.

PURCHASING:

1. Purchases must be made in accordance with any requirements of particular grants or funding sources.
2. The conflict of interest policy must be followed regarding purchase of goods or services from board members or other suppliers with whom they may be connected that may create a conflict of interest.
3. Purchases shall be made based upon maximum open and free competition, to obtain the best value in return for financial resources.
4. Any planned/budgeted purchases in excess of \$200 must have prior approval of the CASA Board or a Board Committee Chair.
5. All unplanned/unbudgeted/noncustomary purchases or expenses must have Board approval.

MEAL PURCHASES:

1. Meal purchases are generally the responsibility of the employee or Board Member with certain exceptions. These include:
 - a. Meals when overnight travel on behalf of the program is involved, such as for conferences.
 - b. Meals to celebrate certain events, such as for holiday parties and when welcoming new volunteers after their swearing in ceremony.
 - c. Meals during certain Board approved recruiting activities.
2. When meals are authorized, judgment and common sense are required when choosing the restaurant.
3. Per diem or "not to exceed" amounts may be specified by the Board for meals during travel.
4. Alcoholic beverages and related gratuity expenses are not allowed.
5. Gratuities should never exceed 20% of the total food bill and must be substantiated as much as possible such as with the initials of another authorized individual present or bank credit card statements.
6. All meal reimbursement requests must be accompanied by the original restaurant receipt as well as the credit card receipt and statement as noted above when applicable.

PROPERTY AND EQUIPMENT:

1. All property and equipment must be adequately safeguarded against fire, loss, theft, physical deterioration or misuse.
2. A physical inventory of property and equipment in excess of \$200 must be taken and recorded on an annual basis. This inventory will be compared to prior year's inventory records. Any discrepancies will be immediately reported to CASA Board members and investigated.

3. All property and equipment additions or disposals in excess of \$200 in value require prior Board approval.
4. Periodic reviews shall occur relative to adjusting any existing insurance coverage as needed.
5. Purchases and control of property and equipment must be in accordance with any requirements of particular grants or funding sources.
6. The conflict of interest policy must be followed regarding purchase of property or equipment from board members or other suppliers that may create a conflict of.
7. Major equipment purchasing decisions will be based on careful board and staff review of needs versus current available resources and/or grant requirements.
8. Property and equipment purchases shall be made based upon maximum open and free competition, to obtain the best value for financial resources.

Approved by the Board February 16, 2010

Reviewed, Amended, and Approved by the Board December 20, 2011

Reviewed, Amended, and Approved by the Board August 19, 2014

Reviewed, Amended, and Approved by the Board January 20, 2015



Risk Management Policy

CASA for Kids, Inc., Barry & Eaton Counties (CASA) believes that identifying and addressing the threats and opportunities the organization faces is an important part of responsible program management. The views and participation of personnel at all levels of the organization, including volunteers, will be continually sought as CASA identifies risk management priorities and implements strategies for avoiding, modifying, retaining, or sharing risk. When risk cannot be insured against or avoided, CASA will strive to have the best, most thorough information possible, so that the leadership of the organization can make educated and prudent decisions about the best course of action.

CASA strives at all times to operate in compliance with local, state, and federal laws and regulations. CASA adheres to the standards, policies, and procedures of the National CASA Association and of CASA for Kids, Inc. Barry and Eaton Counties.

Financial Risk

The Board of Directors is ultimately responsible for thoroughly understanding the organization's financial position and possible risks it faces. The Board is responsible for adopting a prudent operational budget on an annual basis and for monitoring the organization's financial position against that budget at every Board Meeting. The Board is responsible for ensuring that an independent financial review or audit is conducted annually and will hear directly from the auditor a presentation on the audit or financial review report.

The Executive Director and the Board Treasurer are responsible for ensuring that CASA adheres in practice to the written Financial Controls Policy adopted by the Board as well as the Financial Procedures. This includes policy items related to internal controls and drawing from operational reserves.

Should CASA be offered a gift of real or personal property, the Executive Director and Board Treasurer shall consider and make a recommendation to the Board whether the gift should be accepted, giving any potential liabilities or risks to the organization.

Human Resources

The Board will periodically adopt, review, and consider revisions to CASA's policies. The Executive Director is responsible for ensuring that CASA's day-to-day practices comply with these written policies. The Executive Director is responsible for ensuring that all staff are familiar with and have ready access to

the written policies and to any other employment-related information or procedures. The Executive Director is responsible for ensuring that each employee has a current job description and that performance evaluations are conducted annually. The Executive Director is responsible for the termination of any employee, and will consult with the Board President or designee if the proposed termination poses an unusual risk of liability to the organization.

Volunteers (Including Board Members)

CASA complies with the standards, policies, and procedures established by the National CASA Association and by CASA for Kids, Inc. Barry and Eaton Counties in order to minimize risks to volunteers and risks to the organization as a consequence of actions by its volunteers. Risk-minimizing activities include: thorough screening (including national criminal background checks, central registry clearance for abuse or neglect, reference checks, and interviews); comprehensive training, especially on the policies of the organization that are applicable to volunteers; regular and consistent supervision for program volunteers; and maintenance of complete files on volunteers, including criminal background checks and central registry clearances.

Public Relations

CASA will operate in compliance with its written Crisis Management Policy and Plan any time an issue arises that threatens the public image or reputation of the organization. Key elements of this Crisis Management Policy and Plan related to the development of clear and positive messages for communication to the media, the public, and to CASA's internal and external stakeholders. The Board will review the Crisis Management Policy and Plan at least annually.

Corporate Structure

On an annual basis, The Board will review the Articles of Incorporation, the Bylaws, and the organization's filings on record with the Michigan Secretary of State to ensure that the documents recording CASA's corporate formation are up-to-date and effective. The Board will inquire of the independent auditor on an annual basis as to whether any filings with the Internal Revenue Service are necessary to maintain compliance with IRS regulations or to continue the effectiveness of its 501(c)(3) status.

Insurance

The Executive Director and Board Treasurer or designee are responsible for researching corporate insurance, including the solicitation of competitive bids as appropriate, and renewing CASA's insurance package (including but not limited to directors & officers liability insurance, general liability insurance, professional liability insurance, and workers' compensation insurance). On an annual basis, the Executive Director and Board Treasurer or designee shall review the insurance coverage carried by the organization.

Facility/Technology Security

The Executive Director shall be responsible for instituting procedures to ensure the greatest possible safety and security of CASA's staff, offices, equipment, and information. At a minimum, this includes locking the office when it is closed, maintaining vigilance, and ensuring that the computer system is backed up on a regular basis.

Risk Management Plan

A Risk Management Plan is maintained and updated as part of the Strategic Plan to ensure that the policy standards are assessed annually.

Reviewed, Amended, and Approved by the Board, November 18, 2014
Reviewed, Amended, and Approved by the Board, December 6, 2014
Amended by the Board February 17, 2015



Record Retention Policy

In order to abide by various laws and to minimize risk to the organization, CASA for Kids, Inc., Barry & Eaton Counties enacts the following with regard to retention of records:

<u>DOCUMENT TYPE</u>	<u>STORAGE LOCATION</u>	<u>RETENTION PERIOD</u>
Audit Reports	Vault located in the basement of 1045 Independence Boulevard, Charlotte, Michigan 48813 "Vault"	Permanently
Bank Statements	Vault	10 years
Cash Books	Vault	10 Years
Expired Contracts and Leases	Vault	10 Years
Current Contracts and Leases	Vault	Permanently
General Correspondence	Vault	4 Years
Legal/Important Correspondence	Vault	Permanently
Donation Records of Endowment Funds and Funds with Significant Restrictions	Vault	Permanently
Other Donations Records	Vault	10 Years
Employee personnel files for terminated employees	Vault	7 Years
Employment Applications	Vault	1 Year
Expense analyses; including records of expenses and expense reimbursements	Vault	10 Years

End of Year Financial Statements	Vault	Permanently
General Ledgers and End of Year Statements	Vault	Permanently
Expired Insurance Policies	Vault	Permanently
Insurance records, current accident reports, claims, policies, etc.	Vault	Permanently
Miscellaneous Internal Reports	Vault	3 Years
Inventories of Products, Materials, Supplies	Vault	10 Years
Minute books of Board of Directors, including Bylaws and Articles of Incorporation	Vault	Permanently
Payroll Records and Summaries	Vault	10 Years
Tax returns and worksheets, revenue agents' reports, and other documents relating to determination of tax liability	Vault	Permanently
Time Sheets and Cards	Vault	10 Years
Volunteer Records	Vault	3 Years
"Client" Files	Vault	Until the "Client" reaches the age of majority or is discharged from the DHS system, whichever is later, plus 2 years

All staff members are to be provided with a copy of the Record Retention Plan. The Executive Director is charged with the responsibility of ensuring that all staff members are abiding by the Record Retention Plan.

All staff and volunteers are to abide by all other policies of CASA for Kids, Inc., Barry/Eaton County with regard to "Client" files.

Records can be retained in an electronic format, provided that the media chosen for retention will still be viable when destruction of the records is possible.

All records will be stored in marked containers that include a destruction date. When records can be destroyed, the Executive Director will ensure that records are disposed of in a proper manner. Any records containing sensitive information shall be destroyed so that the information included cannot be recaptured.

Reviewed and Approved by the Board August 19, 2014

Reviewed, Amended, and Approved by the Board, December 6, 2014



Volunteer and Employee File Policy

Board Members, CASA Volunteers, Volunteer Interns, and Employee Files are maintained in a locked area. Volunteers and Employees do not have ongoing access to their files.

Upon request, Volunteers and Employees may review their files within business hours at a time mutually agreed upon by the individual and the Executive Director.

Information may not be removed from the Volunteer or Employee file.

Volunteers or Employees may submit a written statement to provide additional information or correction to their file.

Volunteer and Employee files are maintained after the individual's departure in accordance with the Record Retention Policy.

Adopted by the Board January 15, 2015
cc. Advocate Supervisor Manual and CASA Volunteer Procedure Manual



Executive Succession Plan Policy

Policy Statement:

A change in executive leadership is inevitable for all organizations and can be a very challenging time. Therefore, it is the policy of CASA for Kids, Inc. Barry & Eaton Counties (CASA) to be prepared for an eventual departure and to maintain the accountability of the organization until such time as new permanent leadership is identified. The Board of Directors shall be responsible for implementing this policy and its related procedures.

It is also the policy of the Board to assess the permanent leadership needs of the organization to help insure the selection of a qualified and capable leader who is representative of the community, a good fit for the CASA mission, vision, values, goals, and objectives, and who has the necessary skills for the organization. To insure that the organization's operations are not interrupted while the Board of Directors assesses the leadership needs and recruits a permanent Executive Director, the Board will appoint interim executive leadership as described below. The interim Executive Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to, reports due, licenses, certificates, memberships, and all other obligations to CASA and others.

It is also the policy of CASA to develop a diverse pool of candidates and consider at least three finalist candidates for its permanent Executive Director position. CASA shall implement an external recruitment and selection process, while at the same time encouraging the professional development and advancement of current employees. The interim Executive Director and any other interested internal candidates are encouraged to submit their qualifications for review and consideration by the Transition Committee according to the guidelines established for the search and recruitment process.

Procedures for Succession:

For a temporary change in executive leadership (i.e. illness or leave of absence) refer to the organization's Policy and Procedures Manual. In the event the Executive Director of CASA is no longer able to serve in this position (i.e., leaves the position permanently), the Executive Committee of the Board of Directors shall do the following:

1. Within 5 business days appoint an interim Executive Director according to the following line of succession:
 - a. Board President of CASA or other Board appointee
 - b. Senior Advocate Supervisor
 - c. External consultant (with experience as an Interim Executive Director)
2. Within 15 business days appoint an Executive Transition Committee, in the event that a permanent change in leadership is required. This committee shall be comprised of at least one

member of the Executive Committee and two other members of the Board of Directors. It shall be the responsibility of this committee to implement the following preliminary transition plan:

- a. Communicate with key stakeholders regarding actions taken by the Board in naming an interim successor, appointing a transition committee, and implementing the succession policy. The organization shall maintain a current list of key stakeholders who must be contacted, such as Court personnel, Department of Human Services personnel, Advocate Supervisors, CASA volunteers, foundations, government agencies, lenders and investors of CASA, Michigan CASA, National CASA, and others as needed.
- b. Consider the need for consulting assistance (i.e. transition management or executive search consultant) based on the circumstances of the transition.
- c. Conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next permanent leader.
- d. Establish a time frame and plan for the recruitment and selection process.
- e. Conduct a formal search.

IT SHOULD BE NOTED THAT the Executive Director should maintain and update on a regular basis a “Notebook of Activities” that contains:

- KEY INFORMATION - commitments, relationships (names and organizational contacts), operational information, meetings to attend, where items are located, online login information and passwords
- CRITICAL RELATIONS – Board, Volunteers, Funders, National/State CASA, Judges, Judicial Assistants, Juvenile Court Office Staff, DHS Leadership, Media, and other Partners or Contacts. DONOR INFORMATION on Donor Based Software

Reviewed and Approved by the Board of Directors on March 16th, 2010.

Reviewed, Amended, and Approved by the Board, October 31, 2013.

Reviewed, Amended, and Approved by the Board, December 6, 2014.

Reviewed, Amended, and Approved by the Board, February 10, 2015.



Crisis Management Policy and Plan

CASA for Kids, Inc. Barry & Eaton Counties' (CASA) Crisis Management Plan sets forth guidelines for a practical communications system and organizational response that can be adapted/ modified for any crisis situation. This Plan not only addresses media relations and communications issues, but also includes procedures for the rapid identification of potentially harmful situations and the methods for responding to these situations quickly and effectively.

Objectives of the Plan

1. To fully assess the situation and determine whether a communications response is warranted.
2. To implement immediate action to:
 - Identify constituencies that should be informed about the situation
 - Communicate facts about the crisis
 - Maintain necessary confidentiality
 - Minimize rumors
 - Restore order and confidence in the Organization.

Procedures

1. Incident Evaluation: A crisis or disaster may be defined as an event that causes death or serious injury. An emergency or unusual event is an occurrence that may result in unfavorable publicity to the Organization. Any such event that occurs in relationship to CASA will be promptly reported to the Executive Director or Board President.

The Executive Director and Board President shall determine if an immediate response within 24 hours is necessary. If so,

The Executive Director will immediately notify the entire Board of Directors, the Michigan CASA office and the National CASA office and provide all information possible, subject to confidentiality limitations.

Deborah Kammer, Michigan CASA Board President
Deb @michigancasa.org

Janet Ward, National CASA Regional Director
1-800-628-3233 ext 244 or 206-774-7244
Janetw@casaforchildren.org

The Executive Director may also contact a local attorney for advice and consultation. An emergency Board meeting may be scheduled as appropriate.

2. Notification to Staff: If the crisis occurs when staff are not in the office and disseminating the information is either critically time-sensitive or jeopardizes the safety of the office, a phone tree will be used to communicate the information to staff. The Executive Director will begin the phone tree by calling the first staff member on the CASA Staff Directory. Your job of calling is not done until you reach the next person on the list and have assurances that he or she will continue the tree. The last person on the tree is responsible for calling the Executive Director to ensure that all calls have been completed.
3. Notification to the Board of Directors: As soon as practical in a crisis, the Board President or designee will alert the Executive Committee, who will alert the remaining Board Members by telephone. After initial telephone contact, updates may be provided by email. If nothing else, after the crisis has resolved, a summary of the situation and resolution will be provided. The Board of Directors is responsible for contacting their members.
4. Notification of Constituents: In the event of a crisis, emergency, or unusual event, CASA will determine key constituencies that should be informed of the crisis taking into consideration the following groups of people:
 - a. Law Enforcement Agencies
 - b. Central Intake Hotline for allegations of abuse or neglect
 - c. Board Members
 - d. Volunteers
 - e. General Public
 - f. Donors
 - g. Mass Media
 - h. Michigan CASA
 - i. National CASA
5. Communication with the Media: There is always a possibility that a member of CASA may hear about an event first through a media call. It is CASA's policy that upon occurrence of a crisis or other unusual event affecting CASA that only 1) the Executive Director; 2) Board President; or 3) specifically designated Board Member is authorized to provide information to the media concerning the stand or involvement of CASA. If a staff member, Board Member, or volunteer, receives such a call they should follow these general guidelines:
 - a. Never answer with "No Comment." Suggested Answers:
 - i. We have not received any information about the event, but will investigate immediately. When we can obtain information we will get back to you.
 1. Get contact information;
 2. Notify Executive Director or Board President
 - ii. We are aware of the event, but are still developing information to clearly understand the issue. I will have our Executive Director or Board President contact you.
 1. Get contact information;
 2. Provide information to Executive Director or Board President.

- iii. You are under no obligation to answer questions from the media. You may always simply state that you will pass the inquiry along to the Executive Director or Board President for comment.
- b. When you receive a call from the media, be sure to obtain the following information and provide it to the Executive Director or Board President.
 - i. Name of Reporter
 - ii. Name of Publication / Media Outlet
 - iii. Telephone Number
 - iv. List of Specific Questions
 - v. Deadline for response
- c. Assuring the proper balance means that we must remember the media's needs but we must also weigh them against our own. Newspapers and television news crews have unalterable deadlines. As a result, we will schedule a news conference or issue statements at a time that will permit reports to meet their deadlines if possible. We must be aware, however, that reporters will use these deadlines to pressure us into releasing information that may be premature. If there is any doubt surrounding the factual accuracy of information to be provided, do not feel pressured to provide information merely because of a media deadline.
- d. Never speculate. Never answer anything "off the record". There is no such thing as "off the record." Do not provide information to off-handed remarks/comments that you would not want published.

Possible issues that may arise and response statements to be made by the Board President, Executive Director, or Designee:

1. A CASA volunteer has been inappropriate in his/her duties or with parties to the CASA program (particularly a child assigned to him/her)

Official Statement:

We are deeply saddened by the allegation of misconduct by (name of volunteer) relating to his/her volunteer work with the CASA program. We want to assure the community that a rigorous screening process that includes both criminal and child protection background checks and extensive training, involving 30 hours of initial education, was in place when (name of volunteer) became a CASA volunteer. Despite these safeguards, sometimes incidents can happen that cannot be anticipated. We want the community to know that this matter has been addressed by CASA for Kids, Inc.. *(Name of volunteer) has been dismissed from the program.* We will develop additional training material to address these concerns in the future. Most importantly, our program's continued advocacy for abused and neglected children has not been compromised because of this unfortunate situation.

CASA for Kids, Inc. has passed a detailed self-assessment, which outlines the volunteer screening and training process, in order to obtain membership with the National CASA Association. CASA has been providing quality representation for abused and neglected children since 1991. Please support us as we move past this incident and focus on how

we can best serve our community by advocating for abused and neglected children in the future.

2. A program staff member has been inappropriate in his/her duties or with parties to the CASA Program (particularly a child assigned to him/her).

Official Statement:

We are deeply saddened by the allegations of misconduct by (name of staff) relating to his/her work with CASA for Kids, Inc. We want to assure the community that a rigorous screening process that includes both criminal and child protection background check and extensive training, involving 30 hours of initial education, was in place when (name of staff) became part of the program staff. Despite these safeguards, sometimes incidents can happen that cannot be anticipated. We want the community to know this matter has been addressed by the CASA program; *(Name of staff) has been dismissed from the program and we will develop additional training material to address these concerns in the future. Most importantly, our program's continued advocacy for abused and neglected children has not been compromised because of this unfortunate situation.

CASA for Kids, Inc. of has passed a detailed self-assessment, which outlines the employment screening and training process, in order to obtain membership with the National CASA Association. CASA for Kids, Inc. has been providing quality representation for abused and neglected children since 1991. Please support us as we move past this incident and focus on how we can best serve our community by advocating for abused and neglected children in the future.

*Language may vary depending on the situation.

After the Crisis Component: Following any crisis, appropriate action must be taken to ensure that CASA, and others as necessary, receive immediate information and assistance to help bring closure to the crisis, as well as relief from the effects of the event. Attention should also be given to identifying and implementing measures to improve the action plan used during the crisis. Additionally, attention should be given to evaluation of current policies and procedures and whether any changes are necessary to prevent similar events in the future.

Immediately following a crisis, it is imperative that CASA be sensitive to the needs of staff members and volunteers who may have been personally affected by the event. There may be a need to assist individuals with obtaining information or resources.

The Board of Director's Executive Committee shall meet within 10 days following a crisis to review all actions taken as a result of the crisis and to determine effectiveness and efficiency of operations and make appropriate changes to the Crisis Management Plan.

Adopted by the Board March 16, 2010

Reviewed, Amended, and Approved by the Board, February 10, 2015



Compensation, Paid Time Off, and Holiday Pay Policy

The following policy sets forth the conditions for Full Time and Part Time Employees concerning Pay, Paid Time Off, and Holiday Pay for CASA for Kids, Inc. Barry & Eaton Counties (CASA).

Salaries and wages are determined by taking into consideration the following factors:

- Organizational resources.
- Individual qualifications and experience.
- National CASA's Yearly Survey Statistics related to compensation.
- Practices of comparable area agencies and programs.
- Federal and State Laws

I. Full Time Employees

- Full time employees are either salaried employees or hourly employees.
- Full Time Salaried Employees document paid time off and holidays per pay period on a timesheet..
- Full Time Hourly Employees document hours on a time sheet with hours worked rounded to the nearest quarter hour.
- Full Time Hourly Employees may not work over 40 hours in a calendar week without approval from the Director.
- For Full Time Hourly Employees, time worked over 40 hours in a calendar week must be paid at time and a half.

II. Part Time Employees

- Part Time Employees are hourly non-exempt employees with an established weekly position (ie. 16 hours, 24 hours, or 32 hours).
- Hours worked are documented on a time sheet with hours worked rounded to the nearest quarter hour.
- Part Time Employees may work additional hours up to 40 hours per week as approved by the Director. Part Time Employees may not work over 40 hours in a calendar week.
Time worked over 40 hours in a calendar week must be paid at time and a half.

III. Paid Time Off (PTO)

A. PTO

1. Paid Time Off (PTO) is provided to employees and may be used for vacation, sick, or personal time.
2. PTO will not be banked for new employees until after completing a 90 day probationary period at which time the accrued time will be banked and the employee is eligible to begin to use the time.
3. Employees are encouraged to take their PTO time and may only carry over 50% of their accrued time into a new anniversary period or it will be lost.

B. Full Time Salaried Employee PTO

1. Full Time Employees will begin accruing PTO at a rate of 1 day per month (12 days total per year.)
2. After two years of continuous employment, employees will start to earn PTO at the rate of 1.25 days per month for a total of 15 days per year.
3. After five years of continuous employment, employees will start to earn PTO at the rate of 1.667 days per month for a total of 20 days per year.
4. Salaried employees must take PTO time in full day increments.

C. Full Time Hourly Employee PTO

1. Full Time Employees will begin accruing PTO at a rate of 1 day per month (12 days total per year.)
2. After two years of continuous employment, employees will start to earn PTO at the rate of 1.25 days per month for a total of 15 days per year.
3. After five years of continuous employment, employees will start to earn PTO at the rate of 1.667 days per month for a total of 20 days per year.
4. PTO is issued in hourly increments for full time hourly employees.

D. Part Time Hourly Employee PTO

1. Part Time Employees accrue PTO at a prorated the following prorated rate:
 - a. 16 hour position: 0.4 X the rate for full time employees at number of years worked
 - b. 24 hour position: 0.6 X the rate for full time employees at number of years worked
 - c. 32 hour position: 0.80 X the rate for full time employees at number of years worked

2. Additional hours worked are not subject to PTO accrual.

3. PTO is issued in hourly increments for part time hourly employees.

4. If an employee changes status from full time to part time, the employee may keep a prorated amount of accrued Paid Time Off as follows:

- a. 16 hour position: 0.4 X accrued PTO hours
- b. 24 hour position: 0.6 X accrued PTO hours
- c. 32 hour position: 0.8 X accrued PTO hours

The remaining amount of accrued PTO will be paid off incrementally 8 hours per pay period until it is expended.

III. Agency Holidays/Election Day

A. Holidays/General Election Day

1. CASA for Kids, Inc. recognizes all State Holidays in addition to Good Friday and the Employee's Birthday. The calendar dates for State Holidays are consistent with the State Calendar. The Employee's Birthday must be taken in the pay period of the Employee's Birthday.
2. General Election Day (the first Tuesday in November in even numbered years) is also awarded to Full Time Employees consistent with the State Calendar.

B. Full Time Employees

The following holidays are paid holidays for Full Time Employees:

- Employee's Birthday, taken in pay period of employee's birthday
- New Year's Day, January 1st
- Martin Luther King Jr. Day, the third Monday in January
- Presidents Day, the third Monday in February
- Good Friday, the Friday before Easter
- Memorial Day, Last Monday in May
- Independence Day, July 4th
- Labor Day, First Monday in September
- Veterans Day, November 11th
- Thanksgiving Day, the fourth Thursday in November
- The day after Thanksgiving Day, the fourth Friday in November
- Christmas Eve, December 24th
- Christmas Day, December 25th
- New Year's Eve, January 31st

C. Part Time Employees

1. Holiday pay is paid at a prorated rate for Part Time Employees:
 - a. 16 hour position: 0.4×8 hours
 - b. 24 hour position: 0.6×8 hours
 - c. 32 hour position: 0.8×8 hours
2. No employee will be paid for more hours than his or her position.

Adopted April 3, 2011

Revised and approved by the Board September 18, 2012

Reviewed, Amended, and Approved by the Board, December 6, 2014

Reviewed, Amended, and Approved by the Board, February 10, 2015

Revision pending Board approval, September 27, 2016

cc. Advocate Supervisor Manual



At Will Employment Policy

These personnel policies do not create a contractual relationship between an employee and CASA for Kids, Inc. Barry & Eaton Counties (CASA). All CASA employees are employed at the will of CASA, and either the employee or CASA may terminate the relationship at any time, with or without notice and with or without cause.

Reviewed, Amended, and Approved by the Board, December 1, 2012
Reviewed, Amended, and Approved by the Board, December 6, 2014



Recruitment, Selection, and Promotion Policy and Plan

POLICY

CASA for Kids, Inc. Barry & Eaton Counties' (CASA) Recruitment, Selection, and Promotion Policy and Plan sets forth guidelines for the development of an effective Board, Staff, and Volunteer base that is:

- Diverse with regard to age, color, race, gender, ethnicity, sexual orientation, religious creed, national origin, socioeconomic status, employment background, life experiences, characteristics, and the presence of a sensory, mental or physical disability;
- Representative of the population served; and
- Connected by their shared belief in the mission and core values of the organization.

Recruitment, selection, and promotion occur in accordance with:

- Applicable laws and regulations
- The Equal Employment Opportunity Act
- The organization's Anti-Discrimination Policy
- The organization's Anti-Harassment Policy
- The organization's Diversity and Inclusiveness Policy

PLAN

I. Board Recruitment, Selection, Ratification, and Officer Election

A. Objectives of the Plan

1. To evaluate and assess the current make-up of CASA's Board of Directors.
2. To identify specific skill sets, knowledge bases, or other characteristics that the Board desires but current members do not possess.
3. To have in place an organized process to identify, contact, and secure commitments from the best qualified individuals to fill Board leadership needs.
4. To establish and carry out a long-range plan for Board recruitment, development, and leadership.
5. To orient new Board Members to the organization during the recruitment process.

B. Procedures

1. Annual Board Self-Evaluation: the Board performs an annual Self-Evaluation to determine what skill sets, knowledge bases, or other characteristics are absent from the current Board, but desired.
2. Demographic Profile Grid: the Board completes a Demographic Profile Grid that determines the existing characteristics of the current Board and determines the desired characteristics in potential new candidates.
3. Current Board Members should actively recruit new Board Members from their circle of connections.
4. Current Board Members background checks shall be re-checked every four years.

5. Creation of a Board Development & Nominating Committee: the Board of Directors should create a Committee dedicated to developing the Board and nominating individuals for service on the Board of Directors. The Committee would be responsible for first contact with individuals to inquire if they are interested in serving on the Board. If the individual is interested they should begin the New Board Member Orientation process and attend their initial meeting with the Executive Director and a current Board Member.
6. Prospective Board Members are required to complete the following:
 - a. Application containing information about their employment, volunteer work, and professional affiliations.
 - b. Submit names of three unrelated references – two professional and one personal.
 - c. Sign authorization for CASA to secure all required background screening.
 - d. Participate in an interview with program staff.
6. Prospective Board Members must meet the following criteria:
 - a. Minimum age of 21.
 - b. Minimum qualifications of the Position Description.
 - c. Successfully passed the application and screening process which includes all required background screening and reference checks.
 - d. Submitted all required receipts for policies and the Conflict of Interest Survey.
 - e. Not currently serving in another capacity within the organization (i.e. as a staff or a CASA volunteer).
 - f. Respect a child's inherent right to be safe, establish permanence, and have the opportunity to thrive.
7. Prior to presentation of a Prospective Board Member to the Board for a vote, the Executive Director or their designee must contact each of the applicant's three references to ascertain appropriateness for the Board.
8. Board Orientation Checklists: Orientation Checklists are used to orient prospective Board Members and new Board Members to the Board during various sessions. Specific members of the Executive Committee of the Board of Directors and Executive Director shall be responsible for portions of the Orientation Sessions based upon their specific duties.
9. Officer Elections occur annually according to the CASA Bylaws.

II. Staff Recruitment, Selection, and Promotion

- A. Objectives of the Plan
 1. To evaluate and assess the current make-up of CASA's staff.
 2. To identify demographics or other characteristics desired in order to have staff representative of the children served who meet the position qualifications and requirements.
 3. To be intentional about recruiting applicants from under-represented populations served.
- B. Procedures
 1. CASA advertises all employment openings with employer listings and newspapers targeting opportunities to engage under-represented populations served.
 2. CASA includes "Equal Opportunity Employer" on all employment listings.
 3. Applicants for employment are required to complete the following:
 - a. Application containing information about their educational background, training, employment history, and experience working with children.

- Applicants must disclose other paid employment, volunteer, or contract work.
- b. Submit names of three unrelated references.
- c. Sign authorization for CASA to secure all required background screening.
- d. Participate in an interview with program staff.
- 4. Applicants considered must meet the following criteria:
 - a. Minimum age of 21
 - b. Minimum qualifications of the Position Description
 - c. Successfully passed the application and screening process which includes all required background screening.
 - d. Respect a child's inherent right to be safe, establish permanence, and have the opportunity to thrive.
 - e. Awareness and sensitivity to the cultural and socioeconomic differences present among the children and families served by the program.

III. Volunteer Recruitment and Selection

- A. Objectives of the Plan
 - 1. To evaluate and assess the current make-up of CASA's volunteer base.
 - 2. To identify demographics or other characteristics desired in order to have a volunteer base representative of the children served who are able to effectively advocate for their needs.
 - 3. To be intentional about recruiting volunteers of under-represented populations served.
 - 4. To establish and carry out a long-range plan for volunteer recruitment.
- B. Procedures
 - 1. CASA utilizes the following avenues to recruit prospective volunteers targeting opportunities to engage under-represented populations served:
 - a. Media outreach, newspapers, social media, etc.
 - b. Speaking engagements
 - c. Community collaboration
 - d. Community organizations
 - 2. The following information is provided to prospective volunteers:
 - a. Volunteer Position Description which includes the following:
 - 1) Purpose and role of the volunteer
 - 2) Qualifications
 - 3) Minimum time commitment
 - 4) Equal opportunity statement
 - b. CASA Volunteer Application or Volunteer Application
 - c. Information regarding upcoming training
 - 3. Volunteer applicants are required to complete the following:
 - a. Application containing information about their educational background, training, employment history, and experience working with children. Applicants must disclose other paid employment, volunteer, or contract work.
 - b. Submit names of three unrelated references.
 - c. Sign authorization for CASA to secure all required background screening.
 - d. Participate in an interview with program staff.
 - 4. Applicants considered must meet the following criteria:
 - a. Minimum age of 21

- b. Successfully passed the application and screening process which includes all required background screening.
 - c. Respect a child's inherent right to be safe, establish permanence, and have the opportunity to thrive.
 - d. Determined to be an individual who ensures that the child's best interests through advocacy in court at every stage of the case.
5. Individuals who are not selected to engage with the CASA for Kids, Inc. Barry & Eaton Counties are referred to another CASA programs or organizations as appropriate.

Adopted by the Board, February 10, 2015



Screening Policy

CASA for Kids, Inc. Barry & Eaton Counties (CASA) completes criminal backgrounds screens and central registry clearances on each prospective board member, employee, and volunteer (hereafter applicant) prior to their engagement with the organization. This includes volunteers transferring to the organization from another CASA program. CASA maintains the highest standards regarding screening since the client population served are the most vulnerable children of the community.

Each applicant is required to sign releases that allow the organization to complete criminal background screens and a central registry clearance. Applicants who refuse to sign required releases for background checks and the central registry clearance are ineligible.

Background checks include the following:

- Social Security number verification
- Criminal records from the court jurisdiction in which the applicant currently resides /works
- State criminal records
- National Criminal Database records
- National Sex Offender Registry
- Central Registry (child abuse and neglect registry)

If the individual has lived in another county that is not covered by the national criminal background check utilized, the program secures county and state criminal record checks in any county and state in which the person has resided for the previous seven years.

If the individual has lived in another state in the past seven years, the program secures a central registry clearance in any state in which the person has resided for the previous seven years (where permissible by law).

Applicants are rejected who have been convicted of, or having charges pending for, a felony or misdemeanor involving a sex offense, child abuse or neglect, or related acts that would pose risks to children or the CASA program's credibility. This rejection policy is stated on the applications.

If an applicant is found to have committed a misdemeanor or felony that is unrelated to or would not negatively impact the credibility of the CASA program, the Executive Director and the Board will make a determination after considering the following:

- The extent of the rehabilitation since the misdemeanor or felony was committed
- Other factors that may influence the decision to accept the applicant

Written verification of background screens and the central registry clearance is maintained in each individual's file.

Background screens and central registry clearances must be completed prior to employment or volunteer case assignment.

The program ensures that individuals not selected are treated with dignity, respect, and if appropriate, referred to alternative opportunities.

Adopted by the Board on January 12, 2015
cc. Advocate Supervisor Manual, CASA Volunteer Procedure Manual



CASA Volunteer Engagement Policy

I. Volunteer Applicants

- A. Volunteer applicants are provided with the following information prior to engagement with the program:
 - 1. Volunteer Position Description
 - 2. Volunteer Application
 - 3. Upcoming training information
- B. Volunteer applicants are required to complete the following:
 - 1. Volunteer Application containing information about the educational background, training, employment history, and experience working with children.
 - 2. Submit names of three unrelated references.
 - 3. Sign authorization for CASA to secure all required background screening.
 - 4. Participate in an interview with program staff.
- C. Volunteers selected to engage with the program must meet the following criteria:
 - 1. Minimum age of 21.
 - 2. Successfully passed the application and screening process.
 - 3. Respect a child's inherent right to be safe, establish permanence, and have the opportunity to thrive.
 - 4. Determined to be an individual who ensures that the child's best interests through advocacy in court at every stage of the case.

II. Volunteer Transfers

- A. CASA volunteers transferring from another program are provided with the following information:
 - 1. Volunteer Position Description
 - 2. Volunteer Application
- B. CASA volunteers transferring from another program must complete the following:
 - 1. Volunteer Application containing information about the educational background, training, employment history, and experience working with children.
 - 2. Submit names of three unrelated references.
 - 3. Sign authorization for CASA to secure all required background screening.
 - 4. Participate in an interview with program staff.
 - 5. Receive, at a minimum, the following program specific volunteer training:
 - a. Local court and laws
 - b. Program policies and procedures
 - c. Investigation and Report Writing

6. Participate in any other training required by the program staff.
- C. Volunteer transfers selected to engage with the program must meet the following criteria:
 1. Minimum age of 21.
 2. Successfully passed the application and screening process.
 3. Respect a child's inherent right to be safe, establish permanence, and have the opportunity to thrive.
 4. Determined to be an individual who ensures that the child's best interests through advocacy in court at every stage of the case.
 5. CASA is not required to accept volunteer transfers from another CASA program and will maintain documentation regarding such decisions.

III. Volunteer Re-engagement

- A. CASA volunteers who have been inactive for over a year will be asked if they would like to remain on the inactive roster for future potential re-engagement.
- B. CASA volunteers who have been inactive for over two years will be retired if they do not wish to re-engage with the program.
- C. CASA volunteers in good standing who would like to re-engage with the program after having been in-active for over a year must complete the following:
 1. Meet with an Advocate Supervisor to determine interest and re-engagement criteria (including retraining needs and procedural updates).
 2. Follow any specific training or reengagement recommendations from the CASA Program staff. Retraining is recommended in most cases following a year of inactivity.



Training Policy

CASA for Kids, Inc. Barry & Eaton Counties (CASA) ensures that its staff and volunteers are provided with quality training to support the provision of advocacy to children in the foster care system.

CASA conducts the National CASA Volunteer Pre-Service Training and provides a yearly schedule for ongoing training opportunities for staff and volunteers. Training minimally includes information about the backgrounds and needs of the children served, the court system, cultural competency, diversity, inclusion, disproportionality, disparity outcomes, and recognizing abuse.

Staff and volunteers are required complete the National CASA Volunteer Pre-Service Training and 12 hours of ongoing training per year. Relevant trainings external to CASA may be approved by the Director to meet ongoing training requirements. Proof of attendance must be submitted to the Director for approval.

Training attendance is recorded on Training Sign in Sheets. Training attendance and training hours are recorded for each staff and volunteer.

The training and development program is reviewed annually and revised based on the program's assessment of its training needs.

CASA VOLUNTEER TRAINING

CASA ensures that CASA volunteers are trained according to National CASA standards.

CASA uses the National CASA Volunteer Pre-Service Training Curriculum to train prospective CASA volunteers. CASA volunteers are required to complete 30 hours of pre-service training prior to case assignment. The Pre-Service Training is delivered by the program staff and qualified community professionals.

Pre-Service Training includes minimally:

- Roles and responsibilities of a CASA volunteer
- Relevant state laws, regulations, and policies
- Relevant federal laws, regulations, and policies including the Adoption and Safe Families Act (ASFA), the Child Abuse Prevention and Treatment Act (CAPTA), the Indian Child Welfare Act (ICWA), and the Multi-Ethnic Placement Act (MEPA)
- Court process
- Cultural competency
- Dynamics of families including mental health, substance abuse, domestic violence, and poverty
- Child Development

- Child abuse and neglect
- Special needs of children served
- Permanency Planning
- Confidentiality and record keeping practices
- Community agencies and resources available to meet the needs of children and families
- Communication and information gathering
- Effective advocacy

CASA volunteers are provided with a CD or removable drive including the National CASA Training Manual, relevant forms and documents, community resources, and training helps. This also includes Indian Child Welfare Act (ICWA) compliance information.

CASA volunteers are required to complete between 2-10 hours of court room observation prior to case assignment. The number of court room observation hours required is at the supervisor's discretion depending on the volunteer's experience and demonstrated understanding of court processes.

CASA volunteers are required to complete 12 hours of ongoing in-service training per year. Relevant trainings external to CASA may be approved by the Director to meet ongoing training requirements. Proof of attendance must be submitted to the Director for approval.

STAFF

All staff are required to complete the National CASA Pre-Service Training and 12 hours of ongoing training per year. Relevant trainings external to CASA may be approved by the Director to meet ongoing training requirements. Proof of attendance must be submitted to the Director for approval.

CASA implements a training and development program for staff to improve their knowledge, skills, and abilities.

Trainings offered provide the opportunity for staff to pursue continuing education to upgrade knowledge and skills to fulfill the requirements of their respective positions.

Adopted by the Board on January 12, 2015
 Reviewed, Amended, and Approved by the Board, February 10, 2015
 cc. Advocate Supervisor Manual, CASA Volunteer Manual



Staff Supervision and Evaluation Policy

It is the value of CASA for Kids, Inc. Barry & Eaton Counties (CASA) to provide quality supervision and evaluation to ensure adequate support, feedback, and direction to complete job functions effectively. The following items outline the provisions related to staff supervision and evaluation.

I. Staff Supervision

- A. Adequate staff supervision is provided and supervision is easily accessible.
- B. Supervision can be structured formally or informally as determined appropriate.
- C. The frequency of supervision is arranged on the basis of the following:
 - 1. Staff needs.
 - 2. The complexity and size of the workload.
 - 3. Familiarity with the assignment.
- D. Supervision ensures regular updates regarding the progress on each case.
- E. Staff are held accountable for their assigned duties.

II. Staff Evaluation

- A. Staff are evaluated annually by their supervisor. The Director is evaluated annually by the Board or a Committee of the Board. Documentation of this evaluation is maintained in the staff file.
- B. Staff are evaluated against established criteria on a standardized evaluation form.
- C. Staff complete a Self-Evaluation as part of the evaluation process.
- D. Evaluations include:
 - 1. An assessment of job performance in relation to the quality and quantity of work.
 - 2. Criteria that reflect the job description and performance objectives established in the most recent evaluation.
 - 3. Clearly stated objectives for future performance.
 - 4. Recommendations for future training and skill building, if applicable.
 - 5. Active participation from the staff.
- E. Staff are provided with the opportunity to:
 - 1. Sign the evaluation report.
 - 2. Obtain a copy of the evaluation.
 - 3. Include written comments before the report is entered into the personnel file.



CASA Volunteer Supervision, Evaluation, and Recognition Policy

- I. Volunteer Supervision Caseload
 - A. Full Time Staff with supervisory functions may not supervise more than 30 actively assigned volunteers, with a maximum of 45 cases. Part Time Staff with supervisory functions may not supervise more than the number of volunteers for Full Time Staff prorated by the hours of their assigned position.
 - B. Staff assigned to supervision as one of a number of responsibilities will have their staff to volunteer ratio reduced according to the number of work hours devoted to supervision or other responsibilities.
- II. Volunteer Supervision and Frequency
 - A. Individual or group supervision frequency is arranged on the basis of:
 - 1. Volunteer needs
 - 2. Complexity and type of case handled by the volunteer
 - B. Supervisors communicate regularly with volunteers to review the Monthly Reports and discuss case progress.
 - C. Volunteers are held accountable for the performance of their assigned duties.
- III. Volunteer Evaluation
 - F. Supervisors annually evaluate volunteers. Documentation of this evaluation is maintained in the volunteer file.
 - G. Volunteers annually evaluate the program. Feedback is compiled for quality improvement purposes.
 - H. Supervisors conduct an in-person review of each case following closure to obtain feedback from the volunteer and provide case specific feedback to the volunteer. Documentation of this review is maintained in the volunteer file.
- IV. Volunteer Recognition
 - A. CASA recognizes the significant role of CASA volunteers and looks for opportunities to recognize volunteer time and performance and express gratitude for their service in practical and meaningful ways.
 - B. CASA's newsletter and website spotlight individual volunteer performance.
 - C. CASA holds an annual event to honor and recognize the work of CASA volunteers.



CASA Volunteer Case Management Policy

- I. Case Referral and Acceptance
 - A. Case Referral
 - 1. Every incoming case of abuse or neglect is referred by the Court to CASA for a CASA volunteer at the initial stages of the court case.
 - 2. Any involved party to the case is able to make a referral to CASA for a CASA volunteer at any time during the court case.
 - 3. Referral criteria is reviewed and updated at least every four years.
 - B. Case Acceptance
 - 1. Cases are accepted by the program without discrimination based on a child's gender, sexual orientation, race, ethnicity, nationality, disability, or religion.
 - 2. CASA retains the right to determine which referred cases it can appropriately serve within the limits of its resources, capacities, authority, and mission.
 - 3. A written response is issued to the referral source to indicate whether the case has been accepted for service.
- II. Case Selection and Assignment
 - A. Volunteer Selection
 - 1. For the purposes of matching children with volunteers, CASA considers ethnicity, national origin, race, gender, religion, sexual orientation, physical ability, and social economic status.
 - 2. CASA considers volunteer experience, knowledge, skills, availability, case type preferences, and any potential exclusionary factors in the selection of volunteers for cases.
 - 3. CASA Volunteers are matched with referred cases in accordance with the Case Selection, Case Appointing, and Case Opening Procedure.
 - 4. CASA Volunteers are not assigned more than two cases at a time unless an exception is granted and documentation is maintained in the volunteer file. CASA Volunteers may not be assigned to more than five cases with an approved exception on file per National CASA Standards. CASA considers the following factors in determining the caseload size of the volunteer:
 - 1. Nature and difficult of the current caseload
 - 2. Availability of the volunteer
 - B. Case Assignment

1. CASA Volunteers are assigned to cases in accordance with the Case Selection, Case Appointing and Case Opening Procedure at the earliest possible stage of court proceedings.
 2. The Advocate Supervisor submits a letter requesting a CASA Volunteer's case appointment to the judge along with the signed Acceptance of Trust and the Court Order of Appointment. The Acceptance of Trust includes a confidentiality agreement signed by the CASA Volunteer. The judge signs the Court Order of Appointment and distributes the Court Order to the CASA Program and all parties to the case.
 3. CASA provides notification of volunteer appointment to all parties of the case.
 4. CASA maintains case assignment records including minimally:
 - a. Volunteer name
 - b. Child/ren's name(s)
 - c. Date of assignment
 - d. Date of release
- C. CASA Case Closure
1. When the volunteer is on the case until the court case closes, the Termination of Court Jurisdiction serves as the notice of the CASA Case Closure to all professional parties when
 2. Written notification is provided to all parties when a CASA is removed from the case prior to the court case closure.
 3. The placement family is provided with written notification concerning CASA case closure and information regarding the possibility of continued contact apart from CASA.

III. Ongoing Case Management

D. Case File Maintenance

1. The CASA Volunteer's Case File order is maintained in accordance with the CASA Volunteer Case File Procedure.
2. Confidentiality
 - a. CASA Volunteers maintain the privacy of written case information by maintaining their case file and other written correspondence in a place that does not allow for any breach of confidentiality.
 - b. CASA Volunteers return their case file to the program within two weeks of case closure.
 - c. Access to case information is restricted to CASA Volunteers, CASA Staff, DHS, the Case Attorneys, and the Court unless a request for information is accompanied by a valid release of information/signed authorization, or court order. CASA Volunteers and Staff must consult with the Executive Director before releasing information in order to determine what information may be released and to whom.

E. Hearing Notices

1. CASA Volunteers receive a copy of hearing notices for their assigned cases from the CASA office in accordance with the Hearing Notice Procedure.
2. CASA Volunteers receive a Monthly Calendar which includes their hearings for the month to date in accordance with the Hearing Notice Procedure.

F. Monthly Reports

1. CASA Volunteers submit a Monthly Report containing their contacts, hours, and any significant case information in accordance with the Monthly Report Procedure.
 2. The Advocate Supervisor maintains ongoing communication with the CASA Volunteer regarding their case progress and their Monthly Report.
- G. Court Reports
1. CASA Volunteers discuss all recommendations concerning their case with the Advocate Supervisor.
 2. CASA Volunteers submit their Court Reports to the Advocate Supervisor for review within the timeframes required by the Advocate Supervisor and the Court.
 3. CASA Volunteers should be open to receive counsel, feedback, or instruction concerning case progress, the court process, and report writing in order to most effectively advocate for the best interest of the child and facilitate positive case outcomes.
 4. The Advocate Supervisor does not alter the CASA Volunteer's Court Report or recommendations without the knowledge and agreement of the CASA Volunteer.
 5. It is desirable for the CASA Volunteer and the Advocate Supervisor to be in agreement concerning the details contained within the Court Report and the recommendations. If the Advocate Supervisor and the CASA Volunteer are unable to reach consensus concerning the content within the Court Report or the recommendations, the Advocate Supervisor will maintain the volunteer's information, and include a Supervisor Statement prior to their signature at the bottom of the Court Report. This is important as both the CASA Volunteer and the Advocate Supervisor must sign off on the Court Report.
 6. The Advocate Supervisor submits the Court Report to all parties after signing off on the Court Report.

IV. Mandated Reporting

- A. CASA Volunteers and CASA Staff are Mandated Reporters.
- B. Matters of suspected abuse or neglect must be reported immediately to the Centralized Intake with a written report filed within 72 hours in accordance with the Mandated Reporting Procedure.
- C. Any situation in which a CASA Volunteer or CASA Staff has reason to believe that a child is in imminent danger must be reported to the appropriate authorities and the Advocate Supervisor and or Executive Director.

V. Resolving Case Conflicts or Program Conflicts

- A. Handling internal case conflicts:
 1. Any issues or conflicts maintained by the CASA Volunteer regarding a case or the program should be discussed first with the Advocate Supervisor.
 2. If the CASA Volunteer does not feel that he or she has received satisfactory instruction, counsel, or resolution, then the CASA Volunteer may address the matter with the Executive Director.

3. If the CASA Volunteer still does not feel that he or she has received satisfactory instruction, counsel, or resolution, he or she may submit a formal complaint or grievance to the Board President according to the Grievance Policy.
- B. Handling case conflicts involving individuals from outside organizations or community members:
1. It is important at all times for the CASA Volunteer to advocate for the best interest of the child while maintaining the integrity of the CASA Volunteer Position and representing the integrity of the CASA Program.
 2. If the issue or conflict maintained by a CASA Volunteer involves individuals from an outside organization or individuals within the community (including foster parents, placements, etc.), the CASA Volunteer should accept instruction or counsel from the Advocate Supervisor to address the issue appropriately and facilitate the best outcome for the child.
 3. If the CASA Volunteer does not feel that he or she has received satisfactory instruction, counsel, or resolution, then the CASA Volunteer may address the issue by the Advocate Supervisor, the CASA Volunteer may address the matter with the Executive Director.
 4. If the CASA Volunteer still does not feel that he or she has received satisfactory instruction, counsel, or resolution, he or she may submit a formal complaint or grievance to the Board President according to the Grievance Policy.
 5. If the CASA Volunteer is unable to accept counsel to appropriately address issues, any gross misconduct or disregard for the program procedures and training to facilitate positive outcomes could result in discipline up to and including dismissal from the case or the CASA Program.

Adopted by the Board January 20, 2015
Reviewed, Amended, and Approved by the Board February 17, 2015
cc. Advocate Supervisor Manual, CASA Volunteer Procedure Manual



Corrective Action and Dismissal Policy

Corrective Action

CASA for Kids, Inc. Barry & Eaton Counties (CASA) maintains a Corrective Action and Dismissal Policy pertaining to the program's board, staff, and volunteers. A corrective action plan may encompass one or more incidents. Corrective action may be taken if a Board Member, Staff, or Volunteer's work is unsatisfactory. Corrective action concerning Program Staff and Volunteers is within the discretion of the Executive Director. Corrective action concerning the Executive Director and Board Members is within the discretion of the Board Officers. Corrective action may include:

1. Additional supervision or counsel
2. Verbal or written reprimand
3. Training or re-training
4. Reassignment
5. Retraining with possible suspension

Dismissal

Individuals who do not adhere to the policies and procedures of the program or who fail to satisfactorily perform their assignments are subject to dismissal. Dismissal of program staff and volunteers is within the discretion of the Executive Director. Dismissal of the executive director and board members is within the discretion of the board officers. An individual who has been dismissed may file a letter of grievance with the President of the Board within 30 days. Grounds for dismissal may include, but are not limited to:

- Violation of program policies and procedures, court rules, or law.
- Gross misconduct or insubordination.
- Being under the influence of alcohol or drugs while performing duties.
- Theft of property or misuse of program equipment or materials.
- Mistreatment or inappropriate conduct toward clients, families, staff, or cooperating agency personnel.
- Taking action without program or court approval that endangers the child or is outside the role or powers of the program.
- Taking action without program approval that endangers the integrity or reputation of the CASA program.
- Failure to complete required initial or ongoing training for staff and volunteers.
- Failure to accept assignments over a period of twelve months.

- Breach of confidentiality.
- Failure to satisfactorily perform assigned duties.
- Conflict of interest which cannot be resolved.
- Falsification of application materials or misrepresentation of facts during the screening process.
- Falsification of any materials included in a report to the court.
- Failure to report significant case information to the court.
- Criminal activities.
- Existence of child abuse or neglect allegations.
- Initiation of ex-parte communication with the court.
- Violations of the CASA Volunteer Role Restrictions Procedure.

The individual shall be provided with a confidential memo identifying the reason(s) for the dismissal.

At the time of an individual's dismissal, all case materials, notes, and other CASA property must be returned to the CASA office immediately.

If a Program Staff or Volunteer has been assigned to a case and the case has not been terminated, a new CASA Volunteer may be appointed to the case and all parties notified regarding the change in appointment.

General Standards for CASA Staff and Volunteers (hereafter CASA Representatives)

1. All CASA representatives must be able to remain objective and understand that the foremost priority is the child(ren)'s best interests.
2. The language and actions of all CASA representatives will remain polite and professional when dealing with volunteers, parties to cases, DHS workers, the judiciary and the general public.
3. CASA representatives will not provide direct services to clients or parents. Direct services include, but are not limited to, therapeutic counseling, supervising visits, arranging appointments such as medical or counseling, or providing legal advice.
4. CASA representatives will not make promises to clients or parents regarding outcomes of hearings, placement of children or other issues defined by court order or agency role description.
5. CASA representatives will maintain confidentiality regarding all cases. Case information may not be disclosed to anyone who does not have a professional reason for receiving the information and who is not authorized to receive it. Confidential information may only be shared with CASA staff, supervisors, case attorneys, caseworkers, and the court. Case records and notes must be secured and kept private.
6. CASA representatives may not transport clients due to liability issues.
7. A CASA representative accused of abusing a child will be suspended from their duties pending a thorough investigation.
8. CASA representatives may request to access their employee or volunteer files during regular hours.
9. If a CASA staff is appointed to a case, all other standards that apply to volunteers apply to the CASA staff as well.

10. Specific standards for CASA volunteers are listed in the CASA Volunteer Role Restrictions Procedure.

Reviewed, Amended and Approved by the Board, July 23, 2013

Reviewed and Amended by the Board, January 20, 2015

cc. CASA Volunteer Manual



Grievance Policy

Most problems can be resolved simply and fairly, or avoided entirely, if the issue or incident is dealt with through the open door policy. The open door policy of CASA for Kids, Inc. Barry & Eaton Counties (CASA) is informal. An individual having a problem, complaint, or dispute should follow the steps below. CASA will not discriminate against an individual for filing a grievance.

Definition:

A grievance is a complaint that may involve one or more of the following:

- Unjust, unfair, or inappropriate treatment.
- A violation, misinterpretation, or inequitable application of CASA's policies or procedures.

CASA has a separate Whistleblowers Policy. Actions taken to ensure CASA's compliance with federal, state, or local laws are not subject to this grievance policy.

Time Frames:

Grievances must be filed within ten business days after the event that is the basis of the grievance. An individual must file a grievance and appeal a response within the established time frames at each step of the process. CASA need not consider a grievance that is not timely filed or appealed. If CASA declines to consider a grievance, they will notify the individual in writing.

Steps:

1. Before filing a grievance, the individual shall first discuss the problem that gave rise to the grievance with his or her immediate Supervisor. If the informal discussion does not resolve the problem, the individual shall prepare a written grievance and file it with his or her Supervisor. On receipt of the grievance, the Supervisor will provide written acknowledgement. Within five business days, the Supervisor will either issue a written response or, if he or she determines that a further meeting is necessary, arrange in writing to meet with the individual on a specified date. The Supervisor will issue a written response within five business days of the meeting.
2. If the individual is dissatisfied with the Supervisor's response, he or she may file an appeal with the Executive Director within five business days of receiving response. The individual must explain why the individual disagrees with the Supervisor's written response. On receipt of the appeal, the Executive Director will provide written acknowledgement. Within five business days, the Executive Director will either issue a written response or, if he or she determines that

a further meeting is necessary, the Executive Director will arrange in writing to meet with the individual on a specified date. The Executive Director will issue a written response within five business days of the meeting. The Executive Director will provide a copy of the grievance, the appeal, and the written responses from the Supervisor and the Executive Director to the Board of Directors.

3. If the aggrieved individual is dissatisfied with the response, he or she may file an appeal with the Board President within 5 days of receiving the Executive Director's written response. The individual must explain why the individual disagrees with the decision of the Executive Director. On receipt of the appeal, the Board President will provide written acknowledgment to the individual. The Board President may designate a Board Committee to address the appeal. The Board President or Board Committee will either render a written response within 30 business days or, if it is determined that a further meeting is necessary with the individual, arrange in writing to meet with the individual on a specified date. If a meeting is held, the Board President or Board Committee will provide a written response within 30 business days of the meeting. The Board President or Board Committee, on behalf of the Board of Directors, has the final authority with respect to the resolution of grievances. The Board President is responsible for communicating the Board's response to an individual's grievance.

Documentation:

The Executive Director will maintain documentation of all grievances will be maintained. Documentation of grievances must be separate from the employee and volunteer files. The documentation must include copies of the written grievance, written responses, and any other relevant documents.