



2018 BOARD ORIENTATION MANUAL

REGINA SEXUAL ASSAULT CENTRE

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BOARD ORIENTATION

HISTORY OF THE CENTRE

In the late 1960's and early 1970's, western societies experienced a resurgence of feminist collective activism. This activism focused on addressing the inequalities that women were experiencing in all contexts of their lives. In June 1975, Denise Hildebrand and Abby Ulmer opened the doors of the Regina Women's Community Centre with a vision of promoting the equality of women within their own community. An initial grant from the Province of Saskatchewan enabled the Centre to provide a drop-in, referral, and basic counselling centre for Regina women. Services such as medical, legal and agency referrals, a lending library, crisis pregnancy counselling and supporting counselling services were provided. The Centre became active in public education, advocacy in the areas of sexual health, welfare rights, violence against women, and structural inequality, and it took an active role in coalition building.

in November 1975, the Centre incorporated, and in February 1977, the addition of a sexual assault crisis line improved the Centre's ability to respond to survivors of sexual violence and provide crisis and long-term counselling for them. Membership in the National Organization of Rape Crisis Centres brought extensive information on how to start a sexual assault crisis line and training packages for volunteers. The Centre began training volunteers to assist on its own line in 1978. Also in 1978, the centre received its first annual grant from the Department of Social Services. This grant enabled the Centre to stabilize programs and services.

In 1987, as a result of changes to provincial funding for non-governmental organizations, the Centre began a series of creative and well organized fundraising efforts in order to maintain programming. Of course, maintaining programming was not enough. Due to the Centre's efforts in public education and advocacy, there was a dramatic increase in the demand for its services. In response, the Centre sought out and developed additional funding partnerships with the Ministry of Justice and Attorney General and the City of Regina.

In January 2013, the Centre changed its name to the Regina Sexual Assault Centre. This was done in effort to open the doors to male adult survivors of sexual violence. The change was to reflect the diverse individuals we serve and make the Centre accessible to all survivors.

BOARD ORIENTATION

HISTORY OF THE CENTRE

Thirty eight years ago, the Regina Sexual Assault Centre began a feminist collective. Although governance structure has changed, consensus decision-making principles remain. The Centre employs three full time counsellors, one full time administrative assistant, 1 part time executive director and a part time educational coordinator, along with summer and term staff. Volunteer board members oversee the operations of the centre, and approximately fifty five volunteer advocates work on the sexual assault crisis line.

BOARD ORIENTATION

ABOUT REGINA SEXUAL ASSAULT CENTRE (RSAC)

1.1 Mission Statement

We are an inclusive non-profit organization of trained counsellors and advocates who are dedicated to helping reduce the trauma of inter-relationship violence and sexual assault.

1.2 Vision

To reduce the risk of abusive behaviour and sexual violence through education, prevention and support in our community.

1.3 Philosophy

The Regina Sexual Assault Centre is a progressive, inclusive organization which is dedicated to reducing and preventing all forms of sexual and interpersonal violence toward all individuals. This goal is accomplished through effective counselling, public education and advocacy. The Centre provides supportive services and referrals to other agencies for anyone, including family, who has been impacted by sexual or interpersonal violence, regardless of gender, sex or sexual orientation.

BOARD ORIENTATION

ABOUT REGINA SEXUAL ASSAULT CENTRE (RSAC)

We believe that:

All individuals have the right to live a life free of abuse, violence and the threat of violence.

Individuals have the right to access supportive services and information concerning both their legal and human rights.

Dignity and respect must be the right of all individuals, regardless of their race, sexual orientation, spirituality, or physical or psychological ability.

The Regina Sexual Assault Centre must act as an educator, consultant and advocate for change in ending physical, emotional and sexual violence against individuals.

Children who witness interpersonal abuse or who have been abused must have access to quality supportive services in a timely manner in order for them to understand the violence in their lives and gain the knowledge and skills to recover.

Violence, and social response to violence, against women and children is impacted by components of intersectionality, such as age, race, gender, sexual orientation and medical or psychological definitions.

BOARD ORIENTATION

FUNDING

Our core funding is provided to us through the Ministry of Justice, Victims Services. We currently hold two contracts with the Ministry. One provides funding for expenses related to the operation of the Centre, including counsellor/admin/Executive Director salaries, rent, office supplies, education/training, promotion/awareness and salary related to a Education Coordinator position for Kids on the Block. The second contract provides for expenses related to the operation of the 24-hour crisis line, which includes funding for cellphones, as well as a portion of counsellor/admin/executive director salaries, rent and volunteer training.

The breakdowns for the positions within these budgets do not currently match the salary scales we pay staff, and the Centre relies on on-going fundraising activities, as well as grants to meet budget needs.

Fundraising activities primarily occur through a contract telefundraiser, which has a longstanding relationship with the Centre and which contributes significantly to revenue. The Centre also receives donations made via the organization's website and by mail. The Centre also ran a lottery for a number of years; however, this is currently on hold but may be resumed in the future.

BOARD ORIENTATION

SERVICE OVERVIEW

The Regina Sexual Assault Centre provides crisis, short-term and long-term counselling to any individual who has been impacted by recent or historical sexual or interpersonal violence, including family and partners of survivors. Therapy takes the form of individual, family and group sessions.

The Centre does not charge a fee for counselling services.

In Fall 2018, the Centre will begin offering online video and text-based counselling services, for those with privacy or transportation barriers. As well, one counsellor recently completed training in EMDR therapy, a sought after and innovative strategy for traumatic memories.

Child counselling is available for children ages 5 years and older and eligibility is assessed based on police/social work involvement to ensure counselling does not harm the investigative process. We may offer modified services based on this assessment and prefer to involve caregivers in the support and therapeutic process.

Community Outreach and Education

Centre staff are very engaged in community outreach and education.

Workshops and sessions have been developed and delivered to numerous community organizations, including: Regina Police Service, University of Regina, Carmichael Outreach, Street Culture, the Listen Project and Sask Health Authority. Topics are primarily related to trauma-informed approaches to supporting victims and survivors of sexual violence. The Centre also has two individuals who are trained facilitators in the First Response to Sexual Assault and Abuse™ program, which is offered as core training for Centre volunteers, as well as to the public. In Fall 2018, the program is being incorporated into new SAFE nurse training. Additionally, the Centre has a successful children's puppet-based violence prevention program, Kids on the Block, which started in 2014. The program delivered presentations to 5,000 children in 2017-2018.

BOARD ORIENTATION

SERVICE OVERVIEW

Advocacy

Staff and trained volunteer advocates will accompany victims and survivors to hospital, police and court, as requested by the client.

Advocacy is extended to providing support letters to educational institutions, places of employment, Human Rights Commission, Social Services and EI (Disability).

The Centre is a member of a long-standing SART committee of professionals from numerous “front-line” community agencies and government departments. This collaborative work lead to the region developing and offering Anonymous Reporting, Third Option forensics in hospital and the SAFE program.

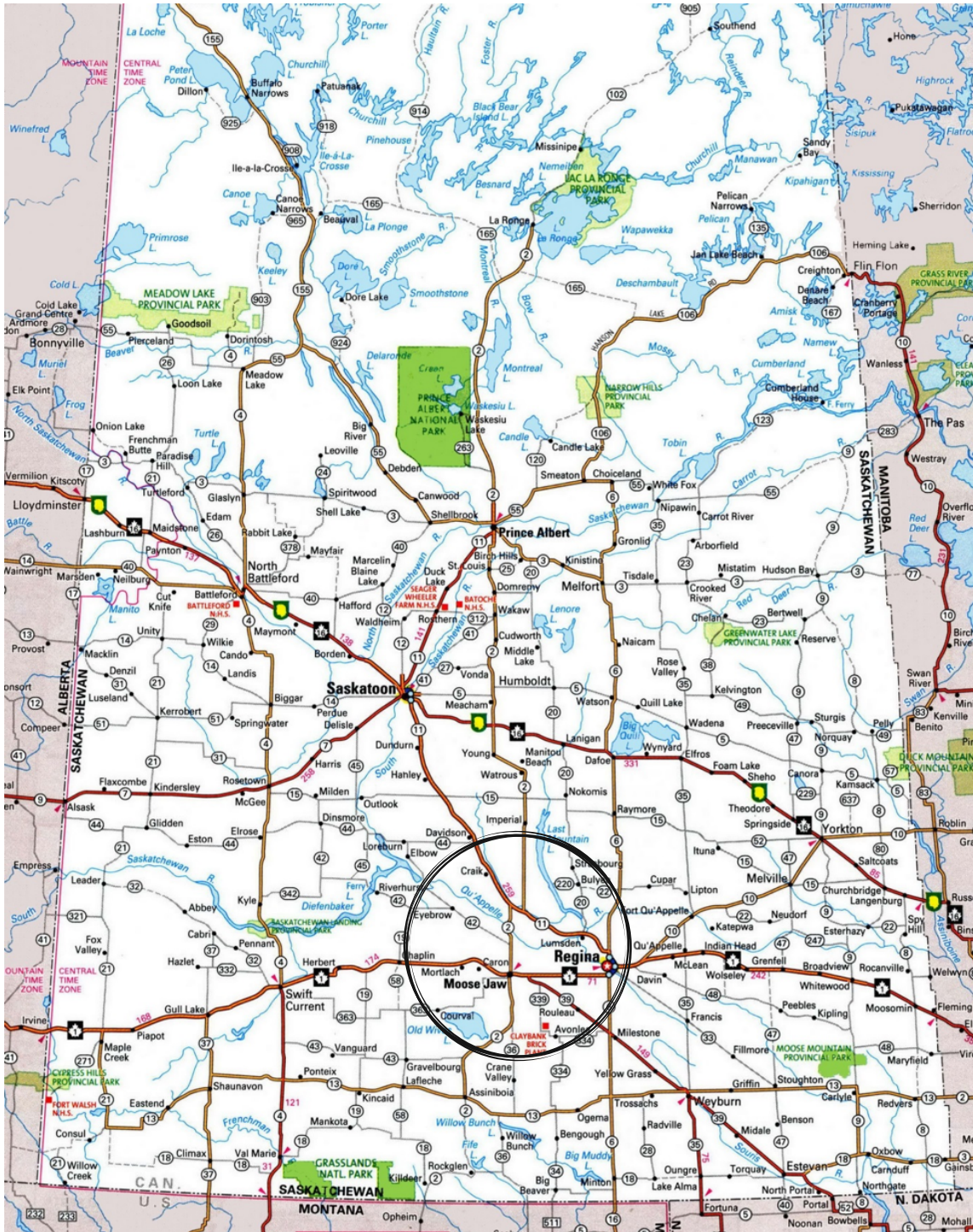
Framework for Action

The following points are an illustration of how the Regina Sexual Assault Centre acts as an advocate and support in the promotion of healing, education and societal change, both individually and in social systems. We will:

- Provide a secure and supportive environment to all individuals accessing services from our agency.
- Provide professional services to clients which promote empowerment for the client.
- Ensure the dignity and rights of each individual are supported and maintained.
- Provide information and education to community stakeholders and to the public about the services and supports we offer.
- Advocate for clients in their efforts to access resources and additional services from outside agencies and social services, including providing referrals to other agencies that can meet additional needs of clients.
- Provide ongoing staff training, education and professional development in order to continue to serve clients to the best of our ability.

BOARD ORIENTATION

GEOGRAPHICAL SERVICE AREA



BOARD ORIENTATION

EMPLOYEE CODE OF ETHICS

An employee of the Regina Sexual Assault Centre will, to the best of their ability, fulfill the following obligations:

Be competent in the performance of tasks and responsibilities undertaken on behalf of the Centre and the individuals it serves.

Act in a conscientious, diligent and efficient manner with clients, other employees and individuals employed by outside agencies.

Work to create and maintain a work environment that is consistent with the Mission, Vision and Values of the Centre.

Ensure outside interests do not jeopardize professional judgement or competence and report all conflicts of interest as soon as they are aware.

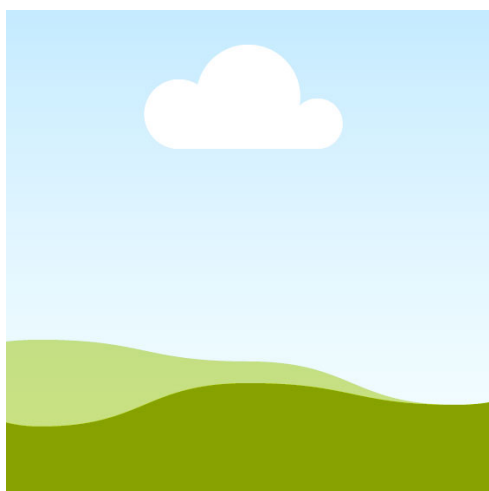
Respect the confidentiality of the client/counsellor relationship and, in the circumstance of seeing a client in public, will not approach or otherwise interact with the client, unless the client initiates the interaction.

Understand that all provincial and federal Acts, Protocols, Laws and Legislation take precedence over directives, verbal or written, if those directives are incompatible or have been omitted.

Adhere to the Canadian Association of Social Workers Guidelines for Ethical Practice related to the protection of privacy and confidentiality, and will only disclose information when the employee is ethically or legally bound or when authorized through Consent to Counselling or Release of Information forms.

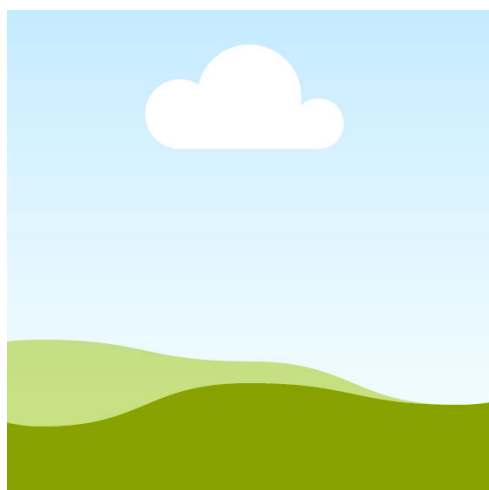
BOARD ORIENTATION

MEET OUR TEAM



Delynne – Administrative Assistant

Delynne began as a volunteer in winter of 2000/2001. She then began employment with the agency in December of 2006. Delynne's interest has always been in the health care field, which led her to take nursing and continue to work in that field for 30 years. Working in different areas of the health care field has given her a tremendous amount of experience and skill assisting those in crisis. Her experience also brings keen organizational skills and an attention to record-keeping and process. Delynne performs many functions in her role which includes greeting clients, answering the crisis line during office hours, compiling statistics and information for funders, taking new client intakes to make appointments and undertaking the significant task of scheduling volunteers on the crisis line. Delynne is often the face of the organization and does a very good job of representing the Centre to clients and community partners, due to her dedication to the Centre and its wellbeing.

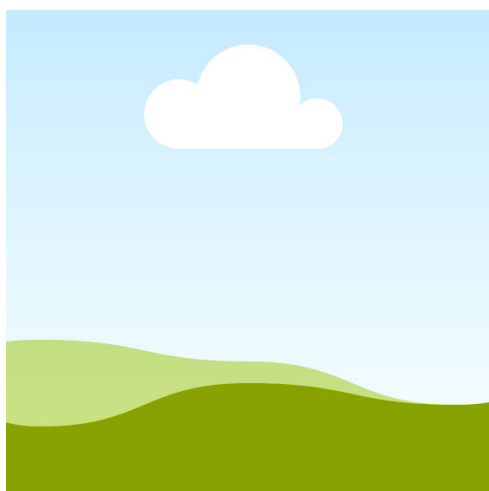


Brennan - Clinical Counsellor and Volunteer Coordinator

Brennan has worked for the Centre since May of 2015. Brennan received a BA in sociology and philosophy from the University of Saskatchewan, and BSW from the University of Regina. Upon receiving his BSW, Brennan gained experience working in Alberta where he provided assessments, personal care plans and individual and group therapy for individuals with schizophrenia and other intellectual disabilities. Brennan was also the program leader and supervisor for the frontline staff who worked with these individuals. In November of 2017, Brennan successfully defended his thesis research and received his MSW designation from the University of Regina. At the Centre, he divides his time between providing clinical counselling services to individuals and recruiting and training crisis line volunteers. Brennan offers an important perspective in case conferencing and is a calm and professional presence in our office.

BOARD ORIENTATION

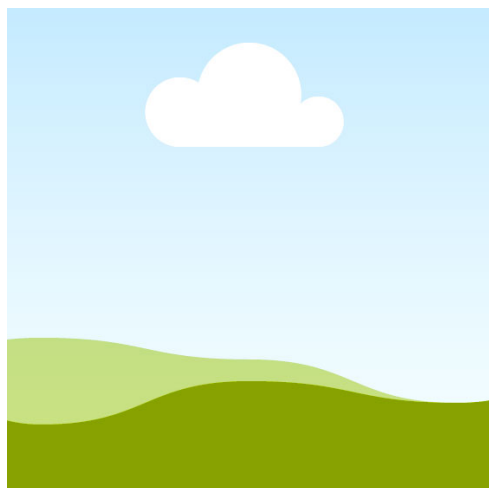
MEET OUR TEAM



Kate McEvenue – Counsellor

Kate has been employed by the Centre since 2017.

Kate came to Saskatchewan from Ontario. Her life is a mosaic of education and experiences, including living for a period of time in both China and the Ukraine. She holds two BA's, an MA and a MEd in Counselling Psychology, which focused on survivors of trauma and counselling in the LGBTQ+ community. Prior to her employment with the Centre, Kate worked as both a teacher and a counsellor at an all-girls school, did over 250 supervised hours for her practicum at a sexual assault centre and was also a volunteer at this another agency, running weekly group sessions for survivors of sexual assault and childhood sexual abuse. Her office is something to behold, with rich options provided to clients to assist them in expressing themselves. Kate is compassionate and exhibits a deep dedication to her clients.



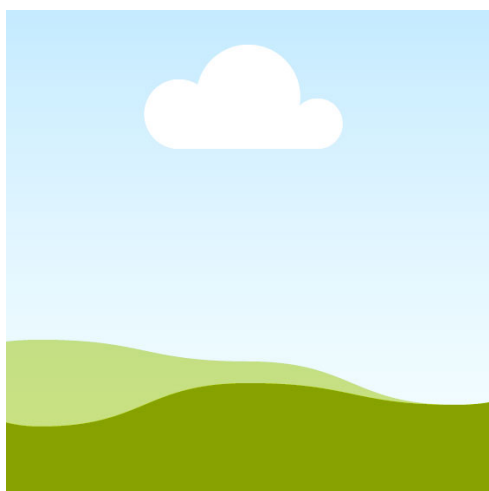
Sarah Sempstrott- Ridley – Counsellor

Sarah has been employed at RSAC since 2017.

Sarah also came to Saskatchewan from Ontario. (Coincidentally, both she and Kate moved to Regina at the same time with partners who got teaching engagements at the U of R). Sarah has significant experience working in both Canada and the United States with children and youth with complex trauma. In her work in both residential treatment centers and day programs, she has utilized a variety of therapeutic models and has facilitated individual, family and group therapy. She also volunteers her time on the Chrysalis Line, a crisis line for victims of human trafficking. She received her BSW from St. Mary's College, Indiana and her MSW from Wilfrid Laurier in Ontario. She brings compassion, unwavering professionalism and a thoughtful voice to issues affecting our clients and our Centre.

BOARD ORIENTATION

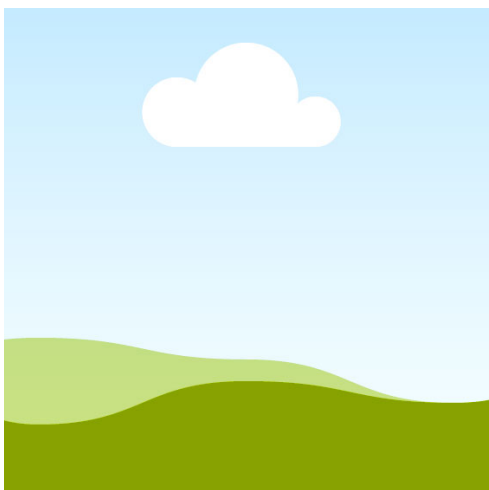
MEET OUR TEAM



Lisa Miller – Executive Director

Lisa has worked at RSAC since 2015.

She started her employment at the Centre as the Education Coordinator for the Kids on the Block program before moving into the position of Executive Director. Her post-secondary education includes psychology and social work and she is currently working on a Non-Profit Leadership and Innovation Certificate from the U of R. Prior work experience includes ten years with the Regina Police Service for an integrated, multi-agency child abuse investigation unit. This experience afforded her opportunities to take courses through the Saskatchewan Police College in Child abuse investigations and management, and the work allowed the development a number of strengths, including understanding the value of community partnerships and collaboration, policies and procedures and the justice system. In 2015, she received a Community Policing Award for her work on a joint project with Regina Open Door Society and Regina Police Service.



Tori Yuzik – Kids on the Block Education Facilitator

Tori has been employed with the Centre since 2017.

Tori was hired on to assist with the Centre's children's puppet-based education program. Tori has both a BA and a BFA in Theatre (focusing on production and direction). She is employed half-time, except in summers, when she works at the Estevan theatre company as a production manager. In 2018, she was tasked with developing our newest presentation Respect, aimed at grades 6-8, which teaches about healthy relationships and gender roles. Tori recently received a contract with the Globe Theatre as a production manager for their main stage.

BOARD ORIENTATION

MEET OUR TEAM

Meet Our Team



Kristin Kozakavich

Kristin's relationship with Regina Sexual Assault Centre began in March 2018 when she began volunteering with the crisis line. This led to the opportunity for her to work within the organization. She shares her passion for human services and displays eagerness to learn within the field. She is currently enrolled in the pre-social work program with intent to graduate with her Bachelor of Social Work. In the short time that Kristin has been with RSAC, she has been an incredible asset to the office. She is working at day to day functions of the office, increasing public awareness by implementing social media platforms, and becoming familiar with topics of sexual abuse, safety, and bullying particularly as it relates to children in Saskatchewan. She has also provided much talent in desktop design for brochures, reports, and posters.

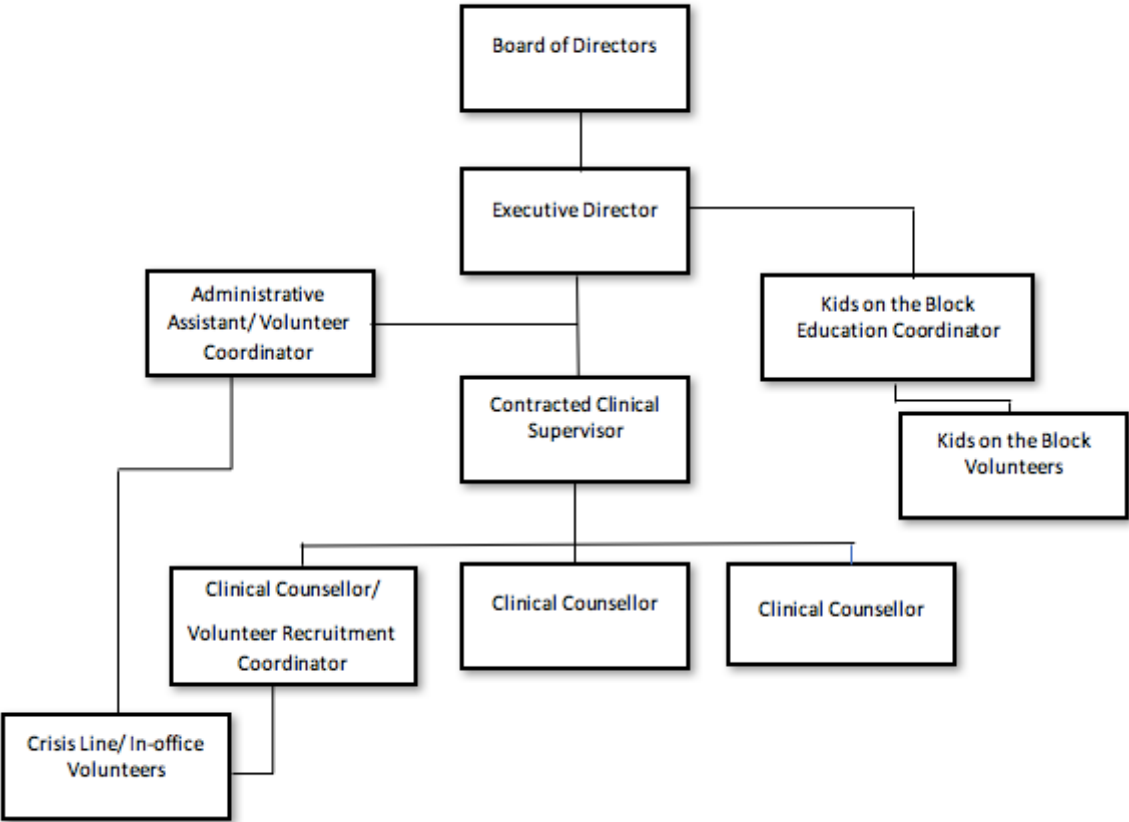
Staff Contact Information 2018

Title	Name	Cellphone Number	Work email
Executive Director	Lisa Miller	306-596-4987	Lisa.rsac@sasktel.net
Administrative Assistant	Delynne	306-	Delynne.rsac@sasktel.net
Counsellor	Brennan Lane	306-450-9532	Brennan.rsac@sasktel.net
Counsellor	Kate McEvenue	306-515-0772	Kate.rsac@sasktel.net
Counsellor	Sarah Sempsrott-Ridley	306-450-1782	Sarah.rsac@sasktel.net
P/T Education Facilitator	Tori Yuzik		Tori.rsac@sasktel.net
Contracted Clinical Supervisor	Gloria Miller		winnowcounselling@sasktel.net
Term Awareness & Education Coordinator	Kristin Kozakavich	306-591-0307	Kristin.rsac@sasktel.net

BOARD ORIENTATION

ABOUT REGINA SEXUAL ASSAULT CENTRE (RSAC)

Regina Sexual Assault Centre – Organizational Chart



BOARD ORIENTATION

THE BOARD

President- Kristina Kaminski

Vice President- Patrick Innes

Treasurer- Jon Barks

Secretary- Andrew Zulkoski

Board Member- Chelsea Gareau

Board Member- Michael Hagen

Board Member- Deborah Hulston

BOARD ORIENTATION

BOARD MEMBER JOB DESCRIPTION

The RSAC is an inclusive, non-profit organization of trained counsellors and advocates who are dedicated to helping reduce the trauma of inter-relationship violence and sexual assault. For further information, please visit the RSAC website www.reginasexualassaultcentre.ca

Position Title: Regina Sexual Assault Centre Board Member

Job Description:

The Regina Sexual Assault Centre is a non-profit that works with families, children, and adults affected by sexual abuse. Our founders began the Regina's Women's Community Centre in 1975 as a response to a need for support for women who are experiencing a wide range of issues, including domestic violence and sexual assault. Services such as medical, legal and agency referrals, and supportive counselling services were provided. Their passion for helping others remains the cornerstone of our organization, as we have moved from advocating for women to all individuals who experience violence, abuse, and sexual assault. The Centre has expanded from a group of concerned citizens into an organization led by a board of directors, three full-time counsellors, one full-time administrative assistant, and a full-time executive director/educational coordinator offering support, training, education, a 24 hour crisis line, and events across Regina and surrounding area.

RSAC is looking for a new board members to volunteer for our team! Operating as an advisory governance Board, members work together to oversee the direction of the Centre and guide it towards strategically achieving its vision, "To reduce the risk of abusive behaviours and sexual violence through education, prevention, and support in our community." We are looking for someone whose background could be beneficial to our Board in the areas of: executive leadership accomplishments in business, accounting, law, government, social services, philanthropy, the non-profit sector, or past experience volunteering on a Board of Directors.

Commitment:

- All board positions are volunteer
- Board meets 10 times a year
- Members serve on the board for two-year terms

If you want to make a difference in the lives of those affected by sexual abuse, we would like to hear from you.

BOARD ORIENTATION

BOARD MEMBER RESPONSIBILITIES

Have committed to act as a member of the Board of Directors of the Regina Sexual Assault Centre for a minimum of a one-year period

Committed to the Mission and Vision of the Centre and to my role as a steward of the Organization;

Ensure the Centre carries out business in a professional and ethical manner that is responsive to the broad interests and needs of the community and its clients;

Account for the performance provided to members, clients, funders, key stakeholders and the public;

Decisions regarding resources, finances, relocation, strategic goals and policy are made in a clear, timely and transparent manner that respects staff input and consensus decision-making;

Act in the best interest of the organization and will put aside self-interest to ensure integrity, objectivity and impartiality of the Board;

Operate within a hybrid Results-based/Policy governance model and, as such, does not direct projects, staffing, schedules or other operational matters;

Fully declare any real, potential or perceived conflict of interest to the Board of Directors, whereby I or someone close to me may personally benefit either directly or indirectly, financially or otherwise, from my position on the Board;

Conduct themselves in a way that is consistent with the Mission, Vision and Values of the Centre and will immediately inform the Board Chair of allegations, civil actions or criminal charges that may undermine the integrity of the Board and/or which is inconsistent with the

I do not have the status of bankrupt, where I have not yet received court-ordered discharge papers.

Commit sufficient time to become oriented to the work of the organization and my responsibilities;

BOARD ORIENTATION

BOARD MEMBER RESPONSIBILITIES, CONT'D. . .

Regularly attend meetings of the board and any committees on which I agree to serve. I understand that should I miss three consecutive meetings or a total of four meetings during my term, without a request for leave of absence, I will be removed from the Board;

Review agenda material and be well-prepared for meetings;

Contribute to Board discussions, support Board decisions and provide advice and support to the Board Chair and Executive Director in a way that contributes to a team environment;

Attend and/or participate in special events and fundraising;
positively promote the work of the organization and advocate publicly for its interests.

BOARD ORIENTATION

RELATIONSHIP OF THE BOARD TO ITS ORGANIZATION

The relationship of a board to its organization and staff, expressed as governance, can be understood as: “A process of providing strategic leadership by setting direction, making policy and strategic decisions, overseeing organizational performance and ensuring accountability.”

There are four key components of board governance: Accountability, Transparency, Predictability and Participation.

A key to fully understanding a board’s role is recognizing that it has a **separate legal identity under the law** and can be held accountable for the performance and actions of the organization. It represents the public’s trust and is responsible for ensuring activities are in the public’s and stakeholders’ best interest.

Each organization has its own culture, and different concepts of governance fit particular organizations. The type of model used depends on the size of the organization, number of paid staff and whether the board has designated a manager to oversee operations. It can also depend on the current situation of an organization.

Most people volunteer for a board out of a desire to contribute to their community, gain experience or add to their resume; however, it’s safe to say that many don’t understand what governance means, which can leave an organization vulnerable. As well, an individual’s motivation for being on a board can impact their relationship with other board members and the executive director, and those with personal and political agendas can derail stewardship. Ensuring that the board is representative of the community it serves is important; however, the board needs to consist of a combination of representation, life experience and “hard” skills to ensure proper oversight.

BOARD ORIENTATION

THE ROLE OF THE CURRENT RSAC BOARD

The Board has one employee, the executive director. The current RSAC board operates under a hybrid Results-based/Policy governance style (see notes 1 and 2). The board is focused on setting high-level objectives for the organization. The executive director works closely with the board and finds ways to meet these objectives.

An example of how you may view the board/management relationship: It is a bus company and the board is the owner of the company. The owner looks for need and opportunity, and assesses capacity, to determine where the buses will go (routes from Regina to Saskatoon, for example). The executive director is the driver of the bus. If there is construction on the highway, the driver must find an alternate route. If there are multiple alternatives and the driver chooses to use the longest (and most expensive) option, they must provide justification for that choice to the owner, who pays the bill. Equally, if the driver decides that the construction will prevent them from getting to that destination, they have to justify that choice to the owner, as people will want to know why the bus never arrived.

The board is provided with regular updates on organizational performance, which include: staff and project evaluations, emails/letters regarding concerns or praise, statistics, client evaluations, and activities and community agencies that the Centre is engaged with. The board is made aware of concerns, but not generally asked to provide solutions.

Some may, due to experience, offer insight to assist with decision-making but, ultimately, most decisions are internal. The board may assist with developing policies or may be asked to approve policies that were developed internally.

BOARD ORIENTATION

THE ROLE OF THE CURRENT RSAC BOARD

The board does not insert itself into day-to-day activities of the Centre and does not make decisions regarding staffing, record keeping, programs/projects, schedules, office assignments, most purchases, external contractors (except auditors), or other such procedural matters.

It is up to the executive director to ensure procedures meet legal and ethical requirements. There are exceptions, such as large purchases, salary increases, physical location of the office, or any decision that may impact the meeting of strategic goals. The other exception is if the organization is in crisis and the agency requires more hands-on management.

The Role of the Executive Director

This position is the sole employee of the board and is responsible to the board for the administration of legislation, for executing policies, and for planning, organizing and coordinating the agency's programs and services. The position supports the board, and responsibilities include, but are not limited to:

- Timely and transparent information via reports about finances, progress and new developments
- With board members, the development of strategic plans, human resource policies and board member competencies
- Creating and implementing internal policies and procedures according to laws and legislation
- Identifying and mitigating risk to the agency, staff, clients and the board
- Managing all employee and contractor relationships, consistent with legislation, funder requirements, policies and agreements, which includes ensuring a positive work environment
- Representing the agency in the community and to stakeholders, which includes building professional and positive relationships with board, staff, stakeholders, media, funders and the public

BOARD ORIENTATION

RELATIONSHIP BETWEEN BOARD AND STAFF

The current structure of the RSAC board is one that is distanced from the details of the work. Board members care about the Mission and Vision of the agency and look for needs and opportunities in the community. They have given responsibility to the executive director to find ways to fulfill the mandate and rely on this position to ensure all work is done ethically, professionally and within the laws and legislation governing the work.

Except in the case of significant or unaddressed environmental issues (bullying, for example) or breaches of human rights or trust, the Board will not meet with individual employees regarding the environment, activities, or their personal insights. If there are concerns or an interest in new priorities, it is the responsibility of the employee to bring them forward to either the executive director or at a staff meeting.

A well-functioning organization, regardless of the model, can be thought to be when individuals are clear in their role, operate with honesty and professionalism, and understand the importance of being stewards for the organization and the legal liabilities for not fulfilling that role. Conflict and dysfunction occur when predictability, accountability and transparency are lost.

BOARD ORIENTATION

RELATIONSHIP BETWEEN BOARD AND STAFF

Note 1 - `Results-based model – This type of board is focused on setting a clear direction for the organization and getting the best results for the money invested. The executive director is a non-voting member of the board, carries influence over policy-making and direction, is viewed as a full partner with the board and has a relatively free hand at managing to achieve board-established objectives. Committees are used for monitoring/auditing performance. Board members are selected for community representativeness and commitment to the organization's purpose, and may be used for selected tasks in their area of expertise.

Note 2 – Policy governance model – The board governs through policies that establish organizational aims; governance approaches or processes; management limitations; which define the board/ED relationship. The ED has broad freedom to determine the “means” to the end, to achieve organizational aims. The ED reports to the full board. The board does not use committees but may use task teams to assist in specific aspects of the work.

Many of these notes, excerpts and quotes have been gleaned from *Governing for Results: A Director's Guide to Good Governance* (Mel Gill, 2005). This book will be available in-office and it is recommended reading for those who want a clearer understanding of a board's role, responsibility and fiduciary duty to an organization.

AFFIRMATION OF VALUES, ETHICS AND CONFIDENTIALITY



REGINA SEXUAL ASSAULT CENTRE

I, _____, agree to the following:

I will carry out my duties and obligations with the Centre with integrity and objectivity and according to laws and legislation, as well as professional licencing bodies to which I belong.

I will support the Centre's bylaws, policies, code of conduct and decisions of the Board and management.

I will not publicly disclose any internal matter which could undermine the effectiveness, reputation or funding of the Centre.

I will conduct myself in a spirit of teamwork, honesty and respect for other staff, volunteers and Board members. I will make no disparaging remarks about Centre staff, volunteers, Board members, or their opinions, but I have the right to offer honest and respectful criticism.

I understand that the Centre will provide services to any individual who has been impacted by sexual and interpersonal violence, regardless of sex, gender identity, sexual orientation, ethnicity or religion.

I understand the Centre provides individuals with unbiased information regarding all reproductive options and support an individual's right to determine which option is best for them.

I will abide by the rules of confidentiality and will not: approach or acknowledge a client in public (unless they initiate contact), disclose the identity of a client or identifying information, share client records, or disclose personal information about staff, Board or volunteers. Employees of the Centre are guided by the Social Work Code of Confidentiality.

I will uphold the Mission, Vision and Values of the Centre and protect its reputation and integrity and will not, through word or deed, impugn this image, including online posts to social media accounts, communities and comment sections.

Except for paid employment, I will not use the Centre for my own personal financial advantage, or for the financial advantage of friends or family.

I understand that rules of confidentiality remain in effect both during my time as a staff or volunteer member and after my service with the Centre.

EMPLOYEE/VOLUNTEER SIGNATURE

BOARD CHAIR/EXECUTIVE DIRECTOR SIGNATURE

DATE

DATE

BOARD ORIENTATION

BOARD MEMBER JOB APPLICATION

TO POTENTIAL BOARD MEMBERS:

The Regina Sexual Assault Centre (RSAC) is an inclusive, non-profit organization of trained counsellors and volunteer advocates who are dedicated to helping reduce the trauma of sexual and interpersonal violence.

Our founders established RSAC in 1975 in response to a need for support for women who were experiencing a wide range of issues, including domestic violence and sexual assault. Services such as medical, legal and agency referrals and supportive counselling were provided. Their passion for helping others remains the cornerstone of our organization, as we have moved from advocating for women to all individuals who experience violence, abuse and sexual assault.

The Centre has expanded from a group of concerned citizens into an incorporated organization led by a volunteer board of directors, 3 full-time Master's educated counsellors, an administrative assistant, executive director and education coordinator. The experienced, qualified counsellors work with families, children and adults affected by violence and provide clinical support through individual, family and group therapy. We also offer a 24-hour crisis line and accompaniment to medical, legal and police appointments.

BOARD ORIENTATION

BOARD MEMBER JOB APPLICATION

The Centre is funded primarily by the Ministry of Justice, as well as by the City of Regina, Community Initiatives Fund, Justice Canada, Prairieaction Foundation and external fundraising.

Operating as a governance board, members work together to oversee the direction of the Centre and guide it towards strategically meeting its vision “to reduce the risk of abusive behaviours and sexual violence through education, prevention and support in our community”.

The organization shall, wherever possible, recruit members who are representative of the community we serve. These members shall reflect the diversity of the community, believe in the mandate and philosophy of the Centre, and possess skills and talents which will be beneficial to the agency.

Board Member Commitments/Requirements:

- 18 years of age or older
- Have not previously been or currently entered into bankruptcy proceedings
- Attend meetings 10 times a year, but which may be regulated as needed
- A satisfactory criminal record check prior to the AGM and every two years thereafter
- Is not a current or former client (in the past 24 months) of the Centre
- is not related to an employee
- is not engaged in activities or have beliefs that conflict with the Mission, Vision and Values of the Centre

BOARD ORIENTATION

APPLICATION FOR REGINA SEXUAL ASSAULT CENTRE BOARD OF DIRECTORS

Personal Information:

Name:

Address:

Postal Code:

Home/Cell Phone: Email:

Occupation/Place of Employment:

1. How did you hear about RSAC?
2. Have you ever served as a voluntary board member for an organization?
If so, which one and dates served?
3. Why are you interested in becoming a board member with the RSAC?
4. How much time will you be able to commit for meetings and committees per month?
5. What expectations do you have from the management of an organization on whose board you serve?
6. The RSAC has a governance board. What is your understanding of the governance model?

BOARD ORIENTATION

APPLICATION FOR REGINA SEXUAL ASSAULT CENTRE BOARD OF DIRECTORS

7. What roles do you believe you would be most active and take the most interest in? (policy, event-planning, etc)

8. What types of skills/abilities/experiences do you offer? How do you believe the organization could benefit from your participation?

9. What are some of your personal interests and activities?

Please return this application form by email or in person to RSAC at 1830 MacKay Street or rsac@sasktel.net. We require a copy of a criminal record check dated no more than 6 months prior. You may scan and attach with your email application; however, we require the paper copy for review at your interview.

Thank you for your interest in serving on our Board.

CONTRACT FOR BOARD OF DIRECTORS

REGINA SEXUAL ASSAULT CENTRE



I, _____, have committed to act as a member of the Board of Directors of the Regina Sexual Assault Centre for a minimum of a one-year period.

I also agree that:

_____ I am committed to the Mission and Vision of the Centre and to my role as a steward of the Organization;

_____ I will ensure the Centre carries out business in a professional and ethical manner that is responsive to the broad interests and needs of the community and its clients;

_____ the Board has a responsibility to account for the performance provided to members, clients, funders, key stakeholders and the public;

_____ decisions regarding resources, finances, relocation, strategic goals and policy are made in a clear, timely and transparent manner that respects staff input and consensus decision-making;

_____ I will, at all times, act in the best interest of the organization and will put aside self-interest to ensure integrity, objectivity and impartiality of the Board;

_____ the Board operates within a hybrid Results-based/Policy governance model and, as such, does not direct projects, staffing, schedules or other operational matters;

_____ I will fully declare any real, potential or perceived conflict of interest to the Board of Directors, whereby I or someone close to me may personally benefit either directly or indirectly, financially or otherwise, from my position on the Board;

_____ I will conduct myself in a way that is consistent with the Mission, Vision and Values of the Centre and will immediately inform the Board Chair of allegations, civil actions or criminal charges that may undermine the integrity of the Board and/or which is inconsistent with the Mission, Vision and Values;

_____ I do not have the status of bankrupt, where I have not yet received court-ordered discharge papers.

I understand as a volunteer board member, I am expected to:

_____ commit sufficient time to become oriented to the work of the organization and my responsibilities;

_____ regularly attend meetings of the board and any committees on which I agree to serve. I understand that should I miss three consecutive meetings or a total of four meetings during my term, without a request for leave of absence, I will be removed from the Board;

_____ review agenda material and be well-prepared for meetings;

CONTRACT FOR BOARD OF DIRECTORS

REGINA SEXUAL ASSAULT CENTRE



_____ contribute to Board discussions, support Board decisions and provide advice and support to the Board Chair and Executive Director in a way that contributes to a team environment;

_____ attend and/or participate in special events and fundraising;

_____ positively promote the work of the organization and advocate publicly for its interests.

Additionally, I understand that this is a voluntary position and I am not entitled to remuneration related to Board work, with the exception of mileage and expenses for meetings/conferences outside of regular Board meetings.

I understand that a request for reimbursement for mileage and expenses must receive prior approval by the Board, barring exceptional, unforeseen circumstances.

I understand that should I secure paid employment with the Centre, I must resign from the Board.

Should I need to resign my position for any reason, I agree to give the Board of Directors four (4) weeks notice. Notice will be given at a Board meeting or by email to all Board members.

BOARD MEMBER NAME

BOARD CHAIR NAME

BOARD MEMBER SIGNATURE

BOARD CHAIR SIGNATURE

DATE

DATE

BYLAWS OF THE RSAC INC.

Mission Statement: We are an inclusive non-profit organization of trained counsellors and advocates who are dedicated to helping reduce the trauma of inter-relationship violence and sexual assault.

Goals and Objective:

To improve understanding and analysis of the nature of interpersonal violence and abuse.

To provide quality services to facilitate the healing process of clients.

To assist the community on a whole to develop and improve services for victims of violence and abuse.

BYLAWS OF THE RSAC INC.

Article 1

Membership

1. Any interested person shall be eligible for membership in the Corporation and may become a member of the Corporation upon payment of the prescribed membership fee and ratification by the Board of Directors, provided that the party interested has agreed to comply and abide with the goals and objectives on the membership form.
2. Any member may withdraw from the Corporation at any time by notice to the Corporation.
3. Members shall be entitled to vote at all meetings of members.

Article II

Membership Fees

- I. A member is entitled to all privileges of membership including the right to vote at meetings of members.

BYLAWS OF THE RSAC INC.

Article III

Directors

A. Composition

1. There shall be at least seven Directors or such other number not exceeding fifteen

Ratified August 10, 2016

The Regina Sexual Assault Centre shall have a minimum of three (3) directors and a maximum of fifteen (15).

Directors as may be determined from time to time by the Corporation in a general meeting.

At the first annual general meeting of the Corporation and at each subsequent annual general meeting all the Directors shall retire from office.

2. Directors retiring from office shall be deemed to hold office until the conclusion of the meeting at which they retire.

3. A retiring Director shall be eligible for re-election.

4. A Director is required to be a member of the Corporation.

5. No Director shall be a salaried employee of the Corporation.

6. A Director may be asked to resign after not attending three consecutive meetings without just cause.

7. A Director shall not be remunerated for serving as a Director.

8. The Directors may meet together for the dispatch of business, and adjourn and otherwise regulate their meeting as they may determine.

9. A meeting of the Directors may be called at any time by the President or by a Vice-President who is a Director or by any two Directors or, if the Directors have a Chairperson who is not the President, the Chairperson and the Secretary shall, when directed by any of the foregoing, call the meeting.

BYLAWS OF THE RSAC INC.

10. Notice of the Directors' meeting shall be given to the Directors at least one week prior to the date of the meeting, provided however, that the Directors may meet on regular dates without notice or may, by quorum, meet at any time or place without notice.

11. Fifty percent (50%) plus one of the existing Directors shall constitute a quorum for the purpose of a meeting of the Directors.

12. A Director must be at least 18 years of age.

13. A potential new director must submit a police record check to the Executive prior to the Annual General Meeting election of officers. The Executive shall consist of any combination of the President, Vice-President and Treasurer. The Executive has the authority to exercise its discretion in disqualifying any potential new director based on the submitted police record check. Notice of disqualification based on this Section may be provided to the potential new director in writing prior to the Annual General Meeting election of officers.

BYLAWS OF THE RSAC INC.

B. Exclusions:

1. In accordance with The Non-profit, 1995 Corporations Act, the following people cannot be elected to the board of directors:
 - i. A person found to be of unsound mind by a court in Canada or elsewhere;
 - ii. A person who is not an individual (i.e.: a corporation);
 - iii. A person who had the status of bankrupt and has not yet received court ordered discharge papers.
2. In addition to the above legislated exclusions, it is the Centre's policy that the following people be restricted from participating as board members:
 - i. A person who is a current client of the Centre (see the attached excerpt on dual relationships and conflict of interest from the Standards of Ethical Practice of the Profession of Social Workers in Saskatchewan);
 - ii. A former client who has used the services of the Centre within the twenty-four months prior to their nomination to the board;
 - iii. A person who has applied for or accepted a position of paid employment with the Centre (any board member who wishes to apply for a paid position must take a leave of absence from the Board prior to submitting their application and must resign from the Board if they are successful and staff must resign their paid position prior to accepting a directorship);
 - iv. A board member cannot be related to an employee.

BYLAWS OF THE RSAC INC.

C. Representations:

As per the specifications of the bylaws of the Regina Sexual Assault Centre Inc.

the Board of Directors shall consist of not less than 7 and not more than 15 persons.

Ratified August 10, 2016

As per the specifications of the bylaws of the Regina Sexual Assault Centre Inc. the Board of Directors shall consist of not less than three (3) and not more than fifteen (15) persons.

It is the goal of the Centre to elect a board of directors that reflects the diversity of the community it serves, therefore, whenever possible we should strive to but not be limited to, have the following represented on the Board of Directors of the Centre:

- Former clients (not less than 24 months)
 - Aboriginal women
 - Immigrant/racialised women
- Women in poverty/underemployed
 - Lesbians
- Physically and/or mentally challenged women
 - elder women
 - Youth (18 –25)

BYLAWS OF THE RSAC INC.

D. Recruitment:

1. The organization shall, wherever possible, recruit to the Board, members who are representative of the community of women. These members shall reflect the diversity of that community, believe in the purpose, mandate and philosophy of the agency and possess skills, talents and abilities beneficial to the agency.
2. Two months prior to the AGM, the Board and staff shall be responsible for naming potential nominees to the Board of Directors.
3. This nomination process includes canvassing current board members to determine vacancies as well as contacting potential members, including those for designated positions and providing them with information on the roles and responsibilities of board members.
4. This Board and staff shall compile a list of all nominees at the board meeting prior to the AGM. The general membership shall be notified of nominees not less than 15 days prior to the AGM.

E. Orientation:

1. The first meeting of the Board of Directors following the AGM, if possible will be a facilitated orientation/planning session. Participation of all Directors and all staff members shall be requested.
2. This meeting will reflect on the proceeding year, review the purpose, mandate and philosophy of the agency and set specific goals and objectives for the upcoming year. Standing committees will be formed.
3. The organization may decide to hire an outside facilitator for this meeting, who will, in conjunction with the board and staff further develop the agenda.

BYLAWS OF THE RSAC INC.

Article IV

Officers

1. To meet requirements under The Non-profit, 1995 Corporations Act, executive positions will be assigned at the Board/Staff orientation meeting in the fall.

2. amended March 7, 2016
Motion by Sandra Mitchell, seconded by Jasmine Lane.

3. Executive positions include: president, vice-president and treasurer. The treasurer will have cheque-signing authority and must be available on a regular basis to carry out this duty.

4. Together the Executive positions will form the Executive committee.

5. The Directors may appoint a secretary and such other officers as may be required and shall assign duties to them.

BYLAWS OF THE RSAC INC.

Article V

General Meetings

A. Meeting Dates:

1. The Board of Directors shall hold regular meetings at least once a month, except during July and August. Regular meeting dates for the year shall be set by the board at the board/staff orientation. The board meeting in June may be held concurrently with the Annual General Meeting.
2. Any board member may call a special meeting of the board at any time, if possible a written description of the purpose of the meeting will be provided to all board members and staff at least two days in advance.

B. Quorum:

1. Given that the number of directors may change throughout the year, the number of directors required for quorum may also change. Fifty percent plus one of the existing directors shall constitute a quorum for the purpose of the meeting of directors.

BYLAWS OF THE RSAC INC.

C Agenda:

1. Any Board or staff member may place an item on the agenda for discussion. When possible, members will advise the office of agenda items at least one day in advance.
2. Any member may receive advance notice of the agenda by contacting the office.
3. Where appropriate, the tentative agenda, written information and background material will be provided along with the minutes, to all board members and staff. Every effort will be made to e-mail this material one-week in advance of the meeting.
4. Every Board member and staff has the right to postpone a discussion of an agenda item if they feel they do not have sufficient information to make an informed decision. In these cases information will be provided so that a decision can be made with an agreed upon time frame.

D. Chairing:

1. Every meeting will be chaired by a Board member. Each meeting will begin with a brief round, a review and approval of the minutes of the previous meeting, and the selection of a chair for the next meeting.
2. The responsibilities of the chair include:
 - i. Establishing approval for the agenda at the beginning of the meeting
 - ii. Starting and finishing the meeting on time
 - iii. Ensuring uninterrupted speaking time
 - iv. Keeping the discussion focused
3. Meeting may be closed with a round.

BYLAWS OF THE RSAC INC.

E. Electronic Decisions:

1. On rare occasion, decisions must be made prior to the next scheduled board meeting. In such circumstances, a motion will be established and a phone around vote will be conducted. If consensus cannot be reached, a special meeting will be called to accommodate the time frame.

F. Minutes:

1. The Administrative Assistant or designated other will take minutes at each meeting. Minutes will be circulated to the Board and staff prior to the next meeting. A copy of the minutes will be kept on file at the Centre.

G. Members at Board Meetings:

1. Any member in good standing may attend a board meeting as an observer.
2. The elected Board of Directors may hold in-camera meetings at their discretion.

H. Staff Representation at Board Meetings:

1. Any and all staff members may attend any regularly scheduled meetings of the Board of Directors. At least one staff member will be present at regularly scheduled meetings as a staff representative. Staff members do not have voting privileges in matters of financial consideration.
2. Staff representation may also be requested at special meetings of the Board of Directors.

BYLAWS OF THE RSAC INC.

I. Attendance:

1. Sound decision-making on the part of the Board of Directors requires regular attendance at Board meetings.
2. Any director who knows they will not be able to attend Board meetings on a regular basis may request a leave of absence up to the end of their term. Requests must be made in writing and must specify the projected return date. A director on leave holds no voting privileges. During their leave, any director who holds an executive position will also be relieved of the associated responsibilities, and an alternate will be named by the Board.
3. Any director who, without such a request, misses two consecutive meetings or a total of three meetings throughout the year, may be sent a letter by the Executive asking them to clarify their intention to continue their participation on the board.
4. In view of the above, any director who misses three consecutive meetings or a total of four meetings throughout the year, without requesting a leave of absence, may no longer be considered a director. A letter notifying them of this policy decision will be sent by the Executive on behalf of the entire Board.

J. Vacancies: amended January 11, 2016

Motion by Sandra Mitchell, seconded by Amanda Fialikowski

1. The Board will be elected at the Annual General Meeting. If, during the year, the number of directors falls below the minimum of three, the remaining directors are responsible for recruitment to fill the vacancy(ies).

BYLAWS OF THE RSAC INC.

K. Board Representation at Staff Meetings:

1. Any Board member may attend a regularly scheduled staff meeting. Board members do not have decision-making privileges at staff meetings. Parts of staff meetings may be held in-camera at their discretion. However, case conferencing must be held in camera.
2. Board representation may also be requested at special meetings of the staff.

L. Confidentiality and Code of Ethics:

1. All Board members shall be required to sign a Code of Ethics and Oath of Confidentiality (see attached). Breaking the Code of Ethics or Oath of Confidentiality may result in expulsion from the Board.

M. Expulsion:

1. The Board of Directors may, by resolution, expel any director upon satisfactory proof of behavior detrimental to the best interests of the Regina Sexual Assault Centre Inc.
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2. Expulsion will result in the removal of all duties and privileges associated with being a member of the Board.
3. In addition, the Board reserves the rights to, by resolution, revoke the membership status of any individual who is expelled from the Board.

BYLAWS OF THE RSAC INC.

Article VI

Amendment to Bylaws

These bylaws may be amended by resolutions passed by quorum at any meeting of the Corporation.

Article VII

Winding Up

Subject to Section one hundred and ninety-nine of the Corporation Act, in the event of dissolution of the Corporation, its property and assets shall, after payment of all liabilities, be donated to one or more charitable corporations representing women's groups, who must be a "registered charity" under Revenue Canada Taxation, as may be decided by the members in a general meeting.