Welcome to LEO!

We are so glad you are joining LEO’s team as a volunteer. Your role is crucial in helping LEO meet and maintain the goals of our programs and our community action agency as a whole. I am certain your skill set, unique experiences, and passion for social change will guide your volunteer experience. As a volunteer, you will have the opportunity to use your personal and professional skills, and gain valuable experience which we hope to be a great stepping stone for you in your future endeavors. We strive to provide our volunteers with a positive work environment, necessary training, supervision, and recognition.

The Volunteer Manual was created to give you a better understanding of LEO’s programs and to provide an overview of the practices and procedures expected of LEO staff and volunteers. Please read through the enclosed materials, then complete the Volunteer Form & Confidentiality Policy. This form will need to be turned in to Heather Carr, heatherc@leoinc.org prior to your first day of volunteering. Additional materials to help you familiarize yourself with LEO’s goals, and the community we serve can be found in this folder.

LEO’s volunteer program always has room for growth, if you have ideas or concerns that are not addressed in this manual, we would greatly appreciate your input. It is the collaborative spirit of the non-profit sector that makes our communities stronger. We take your feedback seriously, and therefore we ask that all volunteers complete the Volunteer Feedback Survey during or at the end of their service.

We are incredibly grateful for your participation in our services, projects, and events. LEO is able to provide quality services to hundreds of at-risk and low-income families and households in the Greater Lynn area thanks to the support of our volunteers. Thank you for your dedication towards achieving our mission and vision here at LEO. Do not hesitate to contact your supervisor or program staff should you have any concerns.

I hope that you find the duties of your volunteer role to be fulfilling and that your experience with LEO is rewarding.

Sincerely,

Birgitta S. Damon
Chief Executive Officer
LEO Inc. Leading through Empowering Opportunities
birgittad@leoinc.org
Overview of LEO

Agency Description
LEO Inc. provides a safety net of services for at-risk, low-income families, stabilizing them for the short term while investing in a long-term, two-generation approach to education that promotes economic independence and family stability. We partner with individuals, children and families in Lynn, Lynnfield, Marblehead, Nahant, Saugus, Swampscott, and Wakefield to increase participation in programs that maximize their potential. Together we demonstrate that it is possible to break the cycle of poverty and move forward.

LEO’s signature programs are Early Head Start and Head Start, early education and care for children from birth to 5 years; home heating fuel assistance; and energy conservation and safety services that keep homes safe and efficient for residents. LEO’s intake and referral process ensures that our clients have access to the full complement of services for which they qualify, which also include supplemental food distribution, emergency rent and utility assistance, English language and financial literacy classes, VITA income tax preparation, and other programs that improve an adult’s ability to be an effective caregiver and head of household.

Mission
LEO Inc.’s mission is to strengthen the Greater Lynn community through resources and services that provide opportunities for children, families and individuals to thrive.

Vision
We envision a future where all residents of Greater Lynn are educated, economically secure, and engaged in the community.

- Education: Families will be more effective advocates for themselves and their children fostering school readiness, resilience and economic stability.
- Health and Wellness: Individuals and families will embrace whole-family, whole-body health through nutrition, activity and an established community of medical providers.
- Safety and Well-Being: Families and individuals will live more securely through reliable home heating, weatherization, utility solutions, and supplemental food distributions.

Funding
As a Community Action Agency, LEO receives funding from the federal Community Services Block Grant (CSBG) program. In addition, LEO efforts are funded by private and public grants, donations, and through other state and federal contributions, such as EEC.

Non-Profit Accreditation
LEO Inc. is a 501(c) (3) not-for-profit organization registered as tax-exempt with the Internal Revenue Service. LEO Inc. is one of 23 Community Action Agencies within the Massachusetts
Association for Community Action (MASSCAP), a statewide association that works to enhance the ability of each agency to better serve its clients.

Policies and Procedures
The policies and procedures LEO employees and volunteers are required to adhere to can be found in the appendix. LEO volunteers are expected to represent the agency in a professional and respectful manner, and are held to equivalent standards as employees due to the sensitive and confidential nature of LEO’s work with clients.

This manual describes LEO’s guidelines that impact its volunteers. It is each volunteer’s responsibility to read, understand and adhere to the policies and guidelines in this manual. This manual is prepared to provide information and guidance to LEO volunteers. It is not intended, nor should it be construed, to create a volunteer contract. This manual does not anticipate every circumstance or question that may arise about LEO’s policies and procedures. The Human Resources department (“HR”) is available to answer any questions about this manual. The Volunteer Manual is available in the Human Resources department via paper and/or electronic format. Any modifications or revisions made to the Volunteer Manual will be distributed to volunteers by their supervisor. LEO reserves the right, at its sole discretion, to modify, eliminate, revise or deviate from the guidelines and information in this manual.

This manual does not constitute a volunteer contract. The relationship between LEO and its volunteers is “at will.” The policies set forth in this manual are not intended to create a contract, nor are they to be construed to constitute contractual obligations of any kind or a contract of volunteering, whether express or implied, between LEO and any of its employees or volunteers. Volunteering with LEO is voluntarily entered into, and any volunteer is free to leave at any time. Similarly, LEO is free to end the volunteer relationship at any time for any reason, except where doing so would be a violation of applicable federal or state law.

Hours of Operation
LEO’s administrative offices are open from Monday through Friday from 8:00am to 4:00pm. Office hours may be adjusted by management from time to time to meet program needs.

LEO’s Head Start Classroom at Jack Robinson Center is open year-round, Monday to Friday from 8:00am to 6:00pm, and the Blossom Street Center and Broad Street Center are open September to May, Monday through Friday from 8:00am to 12:00pm.

Program hours vary according to the needs of the client population. Consequently, some volunteer positions may require non-traditional hours, including but not limited to evenings and weekends.
LEO’s Program Directors

Birgitta Damon…………..Chief Executive Officer…………………………..birgittad@leoinc.org

Birgitta became CEO of LEO Inc. in May 2014. Since taking the helm, she has inspired a new chapter of growth for all of LEO’s programs, streamlining and centralizing client intake and the delivery of comprehensive services. Her goal is to ensure that individuals and families have access to a broad range of programs and resources that promote education and the opportunity to thrive. She rallies community support to expand job readiness and training, leading individuals to more satisfying lives. Outside of her duties as CEO of LEO, Birgitta serves as president of MASSCAP (Massachusetts Association for Community Action) and as a board member at MADCA (Massachusetts Association of Early Education and Care).

Gerri Bertrand…………..Early/Head Start Programs Director…………..gerrib@leoinc.org

Richard Garcia………….Maintenance Director…………………………..richardg@leoinc.org

Andrew Gilroy…………..Community Services Director……………………andrewg@leoinc.org

Jennifer Mauche…………Human Resources Director………………..jenniferm@leoinc.org

Lisa McFadden…………..Development/Communications Director…………lisam@leoinc.org

Ruth Njoroge…………..Chief Financial Officer…………………………..ruthn@leoinc.org

Marilyn Perry…………..Health/Nutrition Director………………………….marilynp@leoinc.org

Lilian Romero…………..Chief Program Officer…………………………..lilianr@leoinc.org

Kenneth Weeks…………..Information Technology Director…………..kenw@leoinc.org

Visit https://leoinc.org/contact/ for the phone extensions for LEO’s directors.

Board of Directors

John Augeri, Robert Eastman, Marilyn Foster, James Higgs, Jacqueline Gallo, Jane Lavoie, James Low, Jay McManus, Diane Perez, Joyce M. Reen, Kimberly Rowe-Cummings, Pastor Posan Ung, Thelma Velasquez
LEO’s Programs

LEO provides many services and resources to clients in the Greater Lynn community through our programs and therefore, offers a wide range of volunteer opportunities. We hope that the following volunteer descriptions for each department will allow you to find the best fit for your skills and interests.

Community Engagement
LEO’s Community Engagement team works to ensure that the Greater Lynn community is included in outreach efforts. Our work includes in-person outreach, handing out flyers to businesses and restaurants, distributing surveys to assess the community at large, and various other projects that aim to engage the Greater Lynn community.

Volunteer Information:
Volunteer opportunities will vary depending on the ongoing projects LEO is undertaking, and may vary from 1 to 3 hours per week, with some weeks requiring less hours and some weeks requiring more. No previous experience is necessary to volunteer with LEO’s Community Engagement team, just a genuine passion and interest in helping the community is required!

You will report to LEO’s Program Assistant to the Chief Program Officer, Heather Carr. Your duties may include, but are not limited to:
- Distributing flyers in canvassing initiatives to educate the Greater Lynn community
- Conducting community assessment and client satisfaction surveys
- Calling past LEO clients to do wellness checks
- Translating documents flyers, surveys, and other materials if you speak a language other than English
- Other tasks as assigned by Community Engagement staff

Volunteers will gain hands-on experience providing outreach to a majority immigrant and low-income community. LEO hopes to educate our community not just about LEO’s services, but also about other pertinent issues like the Census and COVID-19.

If you have any questions regarding the Community Engagement Program, please contact the Program Assistant to the Chief Program Officer, Heather Carr, heatherc@leoinc.org.

Community Services Department
LEO’s Community Services Department provides a variety of programs designed to assist area households in achieving greater financial stability. Programs include the LIHEAP heating assistance program, rental and utility assistance, as well as monthly food distributions to local
seniors. Through LEO’s home heating fuel assistance, the agency has worked with more than 3,000 households to ensure that residents on low or fixed incomes were not endangered by New England’s frigid winters.

Volunteer Information:
Community Services volunteers may dedicate a range of time to this department, dependent on department needs. No prior experience necessary, though an understanding of customer service and general office tasks is beneficial.

You will report to LEO’s Community Services Director, Andrew Gilroy. Your duties may include, but are not limited to:
- Greeting clients in a welcoming manner
- Answering agency phone calls to assist clients
- General office tasks (filing, receiving mail, etc)
- Assisting with monthly food distributions for the elderly
- Preparing program applications for clients in need of services
- Other tasks as assigned by Community Services staff

Volunteers will gain experience and build transferable skills working in a non-profit human services office environment. In addition, you will help strengthen the Greater Lynn community by assisting households in achieving greater financial stability.

If you have any questions regarding the Community Services Department, please contact the Community Services Director, Andrew Gilroy, at andrewg@leoinc.org.
**Fiscal Department**

The fiscal department at LEO ensures that all the agency’s funding and finances are handled appropriately. LEO offers North Shore Community College students an unpaid Accounting Internship during the course of their semester.

**Internship Information:**

In order to serve LEO as an Accounting Intern, you must:

- Be a North Shore Community College student currently enrolled in a degree or associate degree program with an emphasis in finance, accounting, administration or customer service
- Be a detail oriented individual with the ability to focus on any given task and see it through to achieve final results
- Possess a working knowledge of Microsoft Word and Microsoft Excel
- Have organizational skills to follow-up with vendors to get information
- Have the ability to maintain confidentiality of sensitive information
- Have the ability to be dependable and to meet schedules/timelines.

Accounting internships during this time will be remote and the intern will need access to a computer, internet, and phone.

You will report to LEO’s Accounts Payable Coordinator, Laurie Dumas. Your duties will include assisting with various accounting projects as assigned by the Fiscal staff including but not limited to:

- Accounts payable
- Accounts receivable
- Analysis and reconciliation
- Assist with month end and year end close
- Preparation for external audit and other state and federal monitoring
- Other tasks as assigned by the fiscal staff

Interns will gain a wealth of hands-on experience and knowledge working with LEO’s fiscal department, in addition to earning college credit. You will learn non-profit financial management from our fiscal staff while supplementing your classroom work with real world experience.

If you have any questions regarding the Accounting Internship, please contact the Accounts Payable Coordinator, Laurie Dumas, at lauried@leoinc.org.
Head Start Centers

LEO hosts a robust Head Start Program for income-eligible residents in Lynn, Lynnfield, Marblehead, Nahant, Saugus, and Swampscott, serving on average 450 families annually. Head Start is the leading preschool program that prepares low-income children ages 3 to 5 for kindergarten. Early Head Start works in tandem, encompassing the full range of a family’s needs, from pregnancy through to the child’s third birthday. LEO has four Head Start and Early Head Start centers in Lynn. Together, they provide families with a comprehensive program of birth-to-five, that engages both children and the adults in their lives to be behaviorally, cognitively, and physically prepared for school and future success.

Volunteer Information:

LEO Early Childhood Development (ECD) programs accept regular volunteers and occasional volunteers. **Regular Volunteers** are individuals who assist in the classroom on a regularly scheduled basis for a period of 8 weeks or more. Primarily, this will include volunteers from learning institutions with which LEO ECD has an agreement regarding the scope of services provided by the volunteer and the supervisory requirements of both the institution and LEO ECD. Most of these volunteers will be students from high school or college who will be given the opportunity to learn in a hands-on manner by working in our classrooms. This may also include volunteers from corporations with which LEO ECD has a similar agreement.

**Occasional Volunteers** are individuals who assist in the classroom from time to time and do not meet the criteria of a regular volunteer. Primarily, this will include program parents and other volunteers from the community. Head Start has always encouraged parents and community members to participate in the LEO ECD program. This includes volunteering in the classroom.

Policies & Procedures:

**Regular Volunteers:**
- WILL at all times be under the supervision of an EEC-qualified educator; and
- MAY NOT be counted as part of the teacher to child ratio; and
- MAY NOT help children go to the bathroom; and
- MAY NOT be left with children unattended; and
- MUST sign the volunteer log each time they volunteer.

LEO Head Start will have a written agreement with the institution or corporation prior to volunteers entering the classroom. This agreement will specify who is responsible for arranging/providing each of the following:
- Physical and immunization record that includes TB, MMR, Varicella, Hep B, and TDAP
- Criminal Offender Record Information (CORI) check
- Supervision
- Staff Development
In addition, Regular Volunteers will have to complete a confidentiality form and an emergency contact form; and will not be permitted into the classroom until they have completed an orientation.

**Occasional Volunteers:**
- WILL at all times be under the supervision of an EEC-qualified educator; and
- MUST sign the volunteer log each time they volunteer; and
- MAY NOT be counted as part of the teacher to child ratio; and
- MAY NOT help in the bathroom EXCEPT for a parent with their own child; and
- MAY NOT be left unattended with children; and
- CORI’s are NOT conducted on occasional volunteers; and
- ARE NOT required to have a physical before volunteering.

Occasional Volunteers must complete both a confidentiality form and an emergency contact form. The Program will attempt to provide them an orientation before volunteering in the classroom (but it is not required).

*NOTE: It is almost always helpful to have parents or community members volunteer in the classroom, however, when it interferes with the classroom, or if a child responds negatively to having his or her parent present, LEO ECD reserves the right to ask the volunteer to assist in another manner outside the classroom.*

Volunteer remotely as often or as little as you’d like for our Head Start Centers. No previous experience working with children or students is necessary. Due to COVID-19, our Head Start children are adjusting to remote learning and volunteers will not be working on-site at the centers for the foreseeable future. If you are interested in reading stories in a language other than English, playing a musical instrument, reciting poetry, singing, performing science experiments, etc., either a recorded video or a Zoom meeting may be set up to engage students in different activities.

Depending on which Head Start Center you volunteer at, you will report to the Program Manager of that Center. Your duties may include, but are not limited to:
- Supporting Head Start staff in classroom activities, ranging from reading books/stories to children in English or any other language to performing basic childcare tasks and more
- Adapting to different tasks, roles, and responsibilities as directed by Head Start staff
- Implementing positive strategies to support children’s well-being and prevent and address challenging behavior
- Other tasks as assigned by Head Start staff
Volunteers will gain experience working with children enrolled in an early education program while adapting to the ever changing needs of a classroom, especially during COVID-19. LEO’s Head Start program serves children from the ages of 0-5, giving volunteers a chance to work with different age groups at the different centers.

If you have any questions regarding the Head Start program, please contact the Assistant ECD Program Director, Mary Ellen Jenkins, at maryellenj@leoinc.org.
Volunteer Form & Confidentiality Policy

In order to gauge where your interest and skills align best with LEO’s programs, we ask that you fill out our volunteer form. You will also be asked to sign a confidentiality agreement at the end of the form. Please click this link to access the form.

Volunteer Time Log

LEO is required to track volunteer hours for our funding under the Community Services Block Grant (CSBG). During your volunteer service with LEO, please track and input your hours into the volunteer time log. The template is linked here for non-Head Start volunteers and Head Start volunteers. If you need assistance or would like a paper copy of your time log, please follow up with your supervisor. Please make a COPY of the template sheet and SHARE it with your supervisor.

Volunteer Feedback Survey

Your opinion matters! Please fill out this feedback survey regarding your volunteer experience with LEO. We are eager to hear from you and to grow from any feedback you may have on how we can better serve our volunteers, and in turn, better serve our community. No matter how long you have volunteered for LEO or in what capacity you have volunteered, you have made an impact and we truly appreciate your service. Thank you for taking the time to complete the survey.
Appendix

1. Equal Opportunity Statement
LEO is an equal opportunity employer. This means we make volunteer recruitment decisions without regard to race, sex, religion, national origin, color, age, disability, ancestry, marital status, sexual orientation, gender identity, status as a disabled veteran or a veteran of the Vietnam era or membership in any other protected category. At LEO, decisions concerning volunteers about recruitment, placement, transfer, termination, advertising, compensation, training, and general treatment are made without regard to any of those categories.

LEO has a fundamental belief in, and commitment to, treating its volunteers with dignity and respect. LEO’s support of equal opportunity includes a prohibition on discrimination or harassment of volunteers based on race, sex, religion, national origin, color, age, ancestry, physical or mental disability, marital status, sexual orientation, gender identity, status as a disabled veteran or a veteran of the Vietnam era or membership in any other protected category. Volunteers found to be in violation of this policy will be subject to termination.

2. Reasonable Accommodations
LEO complies with the Americans with Disabilities Act (ADA) and applicable state and local laws that prohibit discrimination in volunteer opportunities against qualified individuals with disabilities.

LEO endeavors to provide reasonable accommodations requested by all volunteers with disabilities who are otherwise able to perform the essential functions of their job. A volunteer seeking an accommodation should contact HR.

A reasonable accommodation may include any action that enables a qualified individual with a disability to perform the essential functions of his or her position but that does not result in an undue hardship to LEO or pose a threat to the health and safety of the volunteer or his or her peers. LEO will engage in an interactive process with the volunteer and determine the feasibility of the requested accommodation, considering various factors, including but not limited to, the nature and cost of the accommodation, the availability of outside resources, the overall financial resources of the organization and the accommodation’s impact on the operation of the business.

LEO may require that the volunteer requesting the accommodation provide adequate medical certification and a job-related functional assessment. It may, under certain circumstances, request an independent medical examination (“IME”). LEO will bear the cost of any such IME it requests. LEO reserves its right not to approve the specific accommodation requested by the volunteer but may provide an alternate accommodation. LEO will timely inform the volunteer of the decision on the accommodation request.
3. **Dress Code**

It is the nature of LEO’s business to have clients and parents of clients onsite, with or without prior notice. LEO therefore requires that all volunteers adhere to standards of grooming, dress, appearance, and personal hygiene in a manner that presents a professional image to LEO’s clients.

While LEO expects all volunteers to dress appropriately for the workplace, certain volunteers with specific duties may be required to take additional measures that are functional for their particular duties. Classroom volunteers, for example, must dress according to the general needs of the program and any specific needs of their clients. Similarly, volunteers involved in maintenance, weatherization, kitchen, and transportation activities should dress for needs of their individual tasks. When provided, volunteers are expected to wear LEO-issued uniforms or shirts.

Volunteers with body art, including visible tattoos and piercings, must ensure that body art is appropriately covered at the workplace. Childcare volunteers must keep their fingernails clean and no longer than 1/4 inch from fingertip in length. Artificial and long natural fingernails are not permitted for volunteers who provide direct child care. Nail jewelry is not permitted. LEO may ask any volunteer who is inappropriately dressed to leave the premises, and reserves the right to discipline the volunteer, as necessary.

4. **Code of Conduct**

LEO’s Code of Conduct is established to assure safe, efficient and harmonious operations in the workplace. The Code of Conduct applies to all LEO volunteers without exception. LEO expects all its volunteers to do their job with competence and integrity and the highest moral, legal and ethical standards, whether on LEO premises or off-site.

Violation of the Code of Conduct will result in disciplinary action ranging from a warning or suspension to termination depending upon the severity of the offense. LEO reserves the right to excuse volunteers for any lawful reason, including incompetence or failure to meet reasonable standards of efficiency and neglect of duty, or no reason at all. The following list of prohibited conduct is not all-inclusive but represents some general guidelines:

a. Engaging in illegal or criminal conduct, including but not limited to threats, fraud, or embezzlement, or engaging in any act(s) of violence.

b. Misuse, theft, damage or destruction of property from LEO or another employee.

c. Unlawful possession or sale of a controlled substance.

d. Reporting to work under the influence or possession of drugs, controlled substances, or alcohol.

e. Physically or verbally assaulting a fellow volunteer, employee, board member, client, parent and/or child.
f. Creating or contributing to unsafe conditions.
g. Falsifying, misrepresenting, or altering LEO or client records.
h. Unauthorized release of confidential information.
i. Unexcused absences from volunteer commitment.
j. Sleeping during working hours.
k. Smoking in an unauthorized area.
l. Tardiness and/or excessive absenteeism.
m. Disregard for or violation of safety rules and procedures.
n. Volunteers are not allowed to engage in any political activity during work hours and/or use any company resources.
o. Directly or indirectly making or receiving any payment on behalf of LEO for the purpose of influencing any decision or result that would benefit LEO or the individual in violation of applicable laws or regulations.
p. Directly or through any intermediary providing any money, or offer, gift, promise to give or authorization of the giving of anything of value, to any government officer, employee or agent for purposes of influencing or inducing such person to use his or her influence to assist LEO or any other person or entity in any way.
q. Failure to perform requirements of the job, such as low production, poor quality, improper record keeping, wasting time, or failure to report poor quality.
r. Performing non-LEO work during your volunteer shift.
s. Unauthorized possession, use or sale of dangerous firearms, weapons or explosives on company property or while volunteering.
t. Making any false statements in regard to volunteering with LEO.
u. Engaging in harassment or discriminatory conduct.
v. Malicious gossip and/or spreading rumors; engaging in behavior designed to create discord and lack of harmony.
w. Violation of agreements executed as a condition of volunteering with LEO.
x. Willful violation of safety or security rules or failure to observe safety rules or practices.
y. Improper conduct, insubordination, fighting, use of obscene, abusive or threatening language or gestures, discourtesy to clients or other volunteers and employees.
z. Refusal to cooperate with licensing authorities during formal or informal investigations of LEO.
aa. Altering and falsifying the volunteer time log.
bb. Recording the work time of another volunteer or allowing another volunteer to record your work time, or the deliberate falsification of any time log, that either you or another volunteer owns.
c. Unauthorized use of LEO equipment, time, materials or facilities.
dd. Excessive use of LEO telephones, with either incoming or outgoing personal calls.
e. Leaving LEO premises during your volunteer shift without permission.
ff. Failure to observe the designated volunteer schedule.
gg. Soliciting or accepting gratuities from clients or applicants.

hh. Any conduct that is malicious or detrimental to or that seriously threatens the well-being of LEO or any of its employees, clients or volunteers.

If LEO, in its sole discretion and judgment, believes a volunteer is in violation of one or more of these guidelines, or has engaged in other behavior which LEO deems unacceptable or inappropriate, the volunteer will be subject to disciplinary action, up to and including termination.

5. **Anti-Harassment Policy**
LEO endeavors to promote a workplace that is free of harassment based on gender, sex, race, color, age, national origin, religion, disability, sexual orientation, gender identity, genetics or other protected status. Harassment of volunteers or employees occurring in the workplace or in other settings in which volunteers may find themselves in connection with their volunteer duties is unlawful and will not be tolerated by LEO. Further, any retaliation against an individual who has complained about harassment or retaliation against individuals for cooperating with an investigation of a harassment complaint is similarly unlawful and will not be tolerated. To achieve the goal of providing a workplace free from harassment, the conduct of the nature and scope that is described in this policy will not be tolerated and will be dealt with accordingly to the applicable procedure(s).

**Sexual Harassment**
LEO takes allegations of sexual harassment seriously, and endeavors to respond promptly to complaints of sexual harassment. Where LEO determines that such inappropriate conduct has occurred, LEO will act promptly to eliminate the conduct and impose such corrective action as appropriate, including disciplinary action up to and including volunteer termination. LEO retains the authority to discipline or take remedial action for workplace conduct which it deems unacceptable, regardless of whether that conduct satisfies the definition of sexual or other harassment.

**Definition of Sexual Harassment**
In Massachusetts, sexual harassment constitutes:

a. submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of volunteering or as a basis for volunteer recruitment (quid pro quo); OR

b. such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual’s work performance by creating an intimidating, hostile, humiliating or sexually offensive volunteering environment.
Under this definition, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised volunteer benefits such as favorable reviews, increased benefits or compensation, or continued opportunity for volunteering constitutes sexual harassment. This definition is broad and in addition to the above examples, other sexually-oriented conduct, whether intended or not, that is unwelcome and has the effect of creating a work place environment that is hostile, offensive, intimidating, or humiliating to workers or volunteers may also constitute sexual harassment.

The following are some non-exhaustive examples of conduct which may constitute sexual harassment:

a. unwelcome sexual advances, whether they involve physical touching or not;
b. sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one’s sex life; comment on an individual’s body, comment about an individual’s sexual activity, deficiencies, or prowess;
c. displaying sexually suggestive objects, pictures, or cartoons;
d. unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments;
e. inquiries into one’s sexual experiences; and
f. discussion of one’s sexual activities.

Management Guidelines
If a supervisor or manager becomes aware of any allegation of harassment of any type, he or she should contact HR immediately so that a prompt and thorough investigation may begin. Supervisors and managers must not conduct an investigation on their own or attempt to resolve the situation without first reporting the situation to one of the Investigative Specialists. These guidelines are generally provided to all volunteers and employees, with the intent that investigations of harassment will be conducted by those with particular experience in handling such matters.

Questions or Complaints of Harassment
If a volunteer believes that he or she has been subjected to harassment, the volunteer is encouraged to discuss it immediately with his or her manager or supervisor, the HR Director, CEO, and/or Investigative Specialists. Investigative Specialists are available to discuss any concerns that a volunteer may have and to provide information to the volunteer about LEO’s policy on harassment and LEO’s complaint process.

A volunteer has the right to file a written or oral complaint with LEO. A complaint may be filed in person or in writing with the following people:

Director of Human Resources or Lynn Board President
Internal Investigation
When LEO receives a harassment complaint, it will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practical under the circumstances. If LEO determines that unacceptable conduct has been committed by a volunteer or employee, LEO will take such action as is appropriate, ranging from counseling to termination of employment or volunteer duties.

State and Federal Remedies
While volunteers are encouraged to report claims internally, if a volunteer believes that he or she has been subjected to harassment, the volunteer may file a formal complaint with either or both of the government agencies set forth below. Using LEO’s internal complaint process does not prohibit any volunteers from filing a complaint with these agencies. Each agency has a 300-day time period for filing a claim.

United States Equal Employment Opportunity Commission (EEOC)
John F. Kennedy Federal Building
475 Government Center Boston, MA 02203
Phone: 800-669-4000
Fax: 617-565-3196
TTY: 800-669-6820

Massachusetts Commission Against Discrimination (MCAD)
1 Ashburton Place, Suite 601
Boston, MA 02108
Phone: 617-994-6000
Fax: 617-994-6024
TTY: 617-994-6196

6. Non-Smoking Policy
LEO is dedicated to providing a safe, healthy work environment for every volunteer and employee. LEO is a strictly non-smoking facility. A smoke-free environment ensures that all volunteers are able to enjoy their workplace.

Designated Smoking Areas
Employees, volunteers, clients, and visitors must go outside to the rear of the building or a block away from the front entrance if they wish to smoke. Smoking is not permitted in the front entrance to the building or in the entryway to any of the other entrances. Disposal of cigarettes, cigars, matches, or other smoking-related items, on the ground and or any other non-designated area is strictly prohibited. Volunteers who smoke must act in a manner to avoid exposure of others to “second hand” smoke.

Childcare Programs
Smoking is strictly prohibited at all Head Start/Early Head Start/After School centers, both inside and outside.

7. Drugs and Alcohol Policy
LEO endeavors to provide a safe and productive environment for its volunteers and clients and, in so doing, has established a drug-free workplace policy in accordance with the Federal Drug-Free Workplace Act of 1988 (“FDWA”). LEO is committed to maintaining a work environment that is free from the effects of drug abuse. Drug abuse, both on the job and off, can have a serious impact on how competently a volunteer can perform on the job, and has an impact on LEO in terms of morale, productivity, safety and focus.

LEO prohibits the use of unauthorized drugs and/or their sale or possession on LEO’s premises; while conducting LEO’s business away from LEO’s premises; and during break periods on or off LEO’s premises. "Unauthorized drugs" are defined as any controlled substance not legally prescribed by a licensed medical practitioner or taken in quantities or for periods of time that exceed the instructions for use of a legally prescribed prescription, or any non-prescription drug or intoxicant taken in quantities which impair the ability of an volunteer to perform his or her job function in an acceptable manner.

Every volunteer, as a condition of volunteering, must abide by the terms of this policy as well as report any conviction under criminal drug statute for violations occurring on or off LEO’s premises while conducting LEO’s business. A written report of a conviction must be made within five (5) days after the conviction. This requirement is mandated by the FDWA.

Volunteers should be aware that certain prescription medication may prohibit a person’s ability to perform job functions effectively and safely. In the event that a volunteer is prescribed and consumes a “legally controlled substance,” the volunteer is prohibited from reporting to work. The volunteer must notify HR immediately and provide written documentation from his or her physician. A written clearance to work from the physician is required upon the employee’s return to work. School bus drivers are under restrictive prescription regulations. Please see the Transportation Manager for LEO’s complete medication policy.
LEO reserves the right to require volunteers to undergo appropriate tests designed to detect the presence of alcohol, illegal drugs, or other controlled substances when it has reason to believe that a volunteer may be under the influence of any of these substances while at work. Refusal to consent to such a test may result in disciplinary action, up to and including termination. Under certain circumstances, at the CEO's discretion, LEO may require volunteers who are known to be using substances mentioned above to participate satisfactorily in alcohol/drug assistance or rehabilitation programs approved for such purposes by a federal, state or local health or law enforcement agency.

LEO recognizes drug dependency as an illness and a major health problem. Volunteers needing help in dealing with such problems are encouraged to reach out to HR or your supervisor to access community resources. Conscientious efforts to seek such help may not jeopardize a volunteer’s contract, and may not be noted in the volunteer’s personnel file. Violation of this policy will result in disciplinary action, up to and including termination.

8. Whistleblower Policy
A whistleblower is defined as an employee, board member and/or volunteer who reports an activity that he or she considers to be illegal or dishonest 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 or dishonest activities are violations of federal, state or local laws; billing for services not performed or for goods not delivered; and other fraudulent financial reporting. This policy applies to any matter which is related to LEO’s business and does not relate to private acts of an individual not connected to LEO’s business.

If a volunteer has knowledge of, or a concern regarding, illegal or dishonest fraudulent activity, that individual(s) must contact HR or the CEO. If the volunteers do not feel comfortable reporting the information to HR or the CEO, he or she is expected to report the information to the Board President (or the Vice President of the Board in the event that the allegation is against the Board President). The volunteer must exercise sound judgment to avoid baseless allegations. A volunteer who intentionally files a false report of wrongdoing will be subject to discipline, up to and including termination. All reports will be followed up promptly within 24-48 hours, and an investigation will be conducted.

Whistleblower protections are provided with regard to confidentiality and protection against retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, the whistleblower’s identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense. LEO will not retaliate against a whistleblower in terms and conditions of volunteering because that volunteer: (a) reports to a supervisor or manager, HR, the CEO, the Board of
Directors or to a federal, state or local agency what the volunteer believes in good faith to be a violation of the law; or (b) participates in good faith in any resulting investigation or proceeding; or (c) exercises his or her rights under any state or federal law(s) or regulation(s) to pursue a claim or take legal action to protect the volunteer’s rights. This includes, but is not limited to, protection from retaliation in the form of an adverse action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes he or she is being retaliated against must contact HR immediately. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

In addition, LEO will not, with the intent to retaliate, take any action harmful to any volunteer who has provided to law enforcement personnel or a court, truthful information relating to the commission or possible commission by LEO or any of its volunteers of a violation of any applicable law or regulation.

LEO will take disciplinary action, up to and including termination, against a volunteer who in management’s assessment has engaged in retaliatory conduct in violation of this policy. All reports of illegal and dishonest activities will be promptly submitted to HR, CEO or the Board President (or the Vice President of the Board in the event that the allegation is against the Board President) who is responsible for investigating and coordinating corrective action.

9. Institutional Child Abuse and Neglect Policy

LEO complies with Massachusetts Regulations Concerning the Prevention of Abuse and Neglect, 102 CMR 7.05 (3), Behavior Management of Children, 102 CMR 7.10 and the Head Start Act Standard of Conduct. In accordance with its obligations under these regulations, LEO requires its volunteers to comply with the following policies and procedures:

**Head Start Act Standard of Conduct:**

A program must ensure all staff, consultants, contractors, and volunteers abide by the program’s standards of conduct that:

1. Ensure staff, consultants, contractors, and volunteers implement positive strategies to support children’s well-being and prevent and address challenging behavior;

2. Ensure staff, consultants, contractors, and volunteers do not maltreat or endanger the health or safety of children, including, at a minimum, that staff must not:
   a. Use corporal punishment;
   b. Use isolation to discipline a child;
   c. Bind or tie a child to restrict movement or tape a child’s mouth;
   d. Use or withhold food as a punishment or reward;
   e. Use toilet learning/training methods that punish, demean, or humiliate a child;
f. Use any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child;
g. Physically abuse a child; e.g., slapping, pinching, pushing or hitting
h. Use any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks about the child or child’s family; or,
i. Use physical activity or outdoor time as a punishment or reward.

Reporting Possible Incidents of Institutional Abuse
If a volunteer has reason to believe, regardless whether the volunteer witnesses or learns of an incident, that a child is suffering from institutional abuse or neglect, or if the volunteer receives a report from a parent, community member and/or child alleging institutional abuse or neglect, or the volunteer suspects that a child is being engaged inappropriately, the volunteer must immediately make a report to the supervisor or manager, or to the Early Childhood Development (ECD) Program Director or Assistant Director if the center supervisor/manager is not available.

Process for Addressing Allegations
1. Allegation Against Employee
   a. Once the center manager receives a report alleging institutional abuse or neglect, he or she must immediately remove the volunteer or employee from any direct care with children and/or require the volunteer or employee to leave the premises. The volunteer or employee may be instructed to engage in specific tasks away from children or, depending upon the severity, be placed on suspension, with or without pay, while an investigation is conducted.

2. Notifications
   a. The center supervisor or manager must notify the ECD Director and Assistant Director immediately after receiving the report. If an allegation is made against the center manager, the assistant center manager must immediately notify the ECD Director. A report should be made to the CEO if the act of abuse or neglect is reportedly committed by the ECD Director.
   b. The CEO must be given full details regarding the allegation as soon as possible and well as during the course of the investigation.

3. Gathering of Information
   a. Information regarding the allegation will be gathered immediately by the ECD Director, Assistant Director and their designees. If the allegation is made against the Assistant Director, information will be gathered by the ECD Director and any non-interested designees. If the allegation is made against the ECD Director, the CEO will specially designate a disinterested person to conduct the investigation. During this process, the accused employee shall have the opportunity to meet with the designees conducting the internal investigation.

4. Reporting to Regulatory Agencies
a. Reporting to DCF
   i. Based on the investigation, the ECD Director or the specially designated person may prepare a written report for the CEO and it may be included in the accused volunteer’s or employee's personnel file. Based on this report and in consultation with the CEO, a determination will be made whether or not to file a 51A report to DCF. This determination will be made within 24 hours, as required by law.

b. Reporting to Department of Children and Families (“DCF”), Department of Early Education and Care (“DEEC”) and the Office of Head Start (OHS)
   i. After the internal investigation is complete, if the ECD Director or the specially designated person determines that an act of institutional child abuse or neglect has occurred, the ECD Director or the specially designated person will immediately file a 51A with DCF and will immediately notify LEO's licensor at DEEC and the Program Specialist at the Office of Head Start Regional Office.

**LEO Policies and Procedures Concerning an Investigation by DCF and DEEC**

Once LEO learns that DCF has screened-in a report, the CEO and LEO’s legal counsel must be notified immediately. According to DEEC policy, 102 CMR 7.05 (3) (b) (4), during the course of an investigation, DEEC may have access to the volunteer’s or employee’s personnel file and records. All such material will be made available to an EEC licensor upon request. All parties involved in the incident must fully cooperate with both DCF and DEEC during their investigations.

A volunteer or employee who is suspended pending investigation is expected to be available at the request and convenience of DCF and DEEC during this investigation.

**Employee and Volunteer Discipline Policy and Violations**

When the action of a volunteer or employee is reported to DCF and DEEC, the accused volunteer or employee will be immediately placed on paid or unpaid suspension at the discretion of the CEO pending further investigations by DCF and DEEC and will immediately leave LEO premises or the volunteer or employee may be immediately terminated after LEO’s internal investigation.

LEO will make further determinations regarding any disciplinary action to be taken against the volunteer or employee, up to and including termination. LEO reserves the right to discipline the volunteer or employee, up to and including termination, prior to any decision made by DCF or DEEC.
If DCF or DEEC fail to substantiate the allegation of institutional child abuse or neglect, the ECD Director may consider the matter closed and return the volunteer or employee to work, or take disciplinary action against the volunteer or employee, including termination when warranted. If DCF or DEEC substantiates the allegation of abuse or neglect, the volunteer or employee will be immediately terminated.

In the event that a 51A report is not filed or is filed and later found not to be substantiated, the employee or volunteer may request LEO to remove any related information placed in his or her personnel file.

Policies Regarding the Media
At no point should LEO volunteers or employees make any comment to the media regarding suspected cases of institutional abuse or neglect. All media inquiries should be referred to the CEO. All contacts with the media should also be immediately reported to the CEO.

10. Criminal Record and DCF Complaints
All LEO current and prospective non-childcare volunteers and employees will have a Criminal Offender Record Information (CORI) check conducted. All LEO current and prospective childcare employees or other persons, including but not limited to volunteers and interns, regularly providing child care or support services (volunteers/interns) with the potential for unsupervised contact with children at LEO must consent to a Background Record Check (BRC) consisting of a Criminal Offender Record Information (CORI) check, Sex Offender Registry Information (SORI) check, a DCF background record check and a federal fingerprint check. BRCs will be performed after a contingent offer of a volunteering opportunity is made; LEO may perform a new BRC when it receives information that may indicate that a new review is appropriate (for example, notification that a volunteer or employee has been arrested or has been named a person responsible for abuse and neglect of a child).

In addition, in compliance with Massachusetts laws, Sex Offender Registry Information (SORI) checks and fingerprint-based national and state criminal history database checks will be performed. SORI checks are completed at the same time as the CORI and DCF BRCs, and are reviewed by DEEC.

All LEO employees, potential employees or other persons, including but not limited to volunteers and interns, regularly providing child care or support services must complete a self declaration statement concerning his or her criminal record and report any crimes resulting in criminal conviction and/or DCF investigations of abuse or neglect of a child in Massachusetts as well as any other state, county, municipal, or federal authority as per EEC 606 CMR 14:06 and Head Start regulations. This statement shall not require disclosure:
   a. of any finding of non-support in a DCF 51B report;
b. any finding of abuse or neglect by DCF that was overturned on appeal;
c. an arrest, detention, or disposition regarding any violation of law in which no conviction resulted; or a first conviction of any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray, or disturbance of the peace; or
d. any conviction of a misdemeanor where the date of such conviction or the completion of any period of incarceration resulting there from, whichever date is later, occurred five or more years prior to the date of such application for volunteering or such requires for information, unless such person has been convicted of any offense within five years immediately preceding the date of such application for volunteering or such requires for information. No application to volunteer shall be considered complete unless the candidate completes this section described above.

Failure to make a complete and thorough disclosure of one’s criminal background, either on the application or criminal disclosure form, may be cause for immediate disqualification or termination. All current volunteers and employees, both childcare and non-childcare, will have a BRC review completed every three years.

11. Safety in the Workplace
LEO is fully committed to protect its volunteers by providing a safe and healthy work environment. Every volunteer has the obligation to be aware of and follow all safety procedures, and to report any safety hazards to his or her supervisor or manager.

LEO’s managers and supervisors are responsible for providing environmental, health and safety leadership and to be in compliance with federal, state, and local safety regulations at all times. HR must be notified immediately once a safety hazard has been brought to a supervisor’s or manager’s attention.

LEO’s volunteers are expected to follow safety rules, follow established safe work practices, and exercise caution in all work activities.
   a. All injuries must be reported to the supervisor or manager immediately.
   b. All unsafe or unhealthful conditions in the workplace, including defective tools or other equipment, must be reported to the supervisor or manager immediately.
   c. Volunteers must ask for help in lifting any item that is so bulky, awkward, or heavy that the volunteer feels he or she cannot lift it safely on his or her own.

Volunteers must report any work-related injury and/or illness to their immediate supervisor or manager immediately. Supervisors and managers must report any injuries or work-related illnesses to HR within twenty-four (24) hours of the incident. HR will submit claims to workers compensation.
12. Termination of Volunteer Service
Upon termination, the volunteer must immediately return to HR all LEO property, including but not limited to vehicles, keys, equipment, books, files, and any documents marked “Confidential” or “Proprietary.” Upon termination, the HR Director will determine if the volunteer must reimburse LEO for cell phone usage, parent fees, or any other amount of indebtedness to LEO.