
Organizational Standards for Ontario's Immigrant & Refugee Serving Sector

I. A Community Based Approach

Strengthening Communities

- Our organization engages with and responds to, and measures our impact on the immigrant and refugees we serve.
- Our organization is committed to a client-centred approach.
- Our organization facilitates client and community capacity building.
- Our organization examines broader trends and their impact on immigrants and refugees and the services we provide for them.
- If appropriate, our organization engages in relevant and ethical research.

Improving Conditions for Immigrants & Refugees

- Our organization addresses systemic issues that impact the lives of immigrants and refugees.
- Our organization is committed to anti-oppression, equity and accessibility.
- Our organization keeps informed about the barriers to accessing services that exist for a diverse range of immigrants and refugees.
- Our organization has made improvements and changes to address the barriers facing immigrants and refugees that we have identified.

Communication & Collaboration

- Our organization takes a collaborative approach with other organizations to best serve immigrants and refugees.
- Our organization communicates with the broad community and external stakeholders.

II. Governance & Strategic Leadership

Strategic Leadership

- Our organization has a clear mission, vision, and set of values.
- Our organization regularly engages in strategic thinking and planning.

Board roles & responsibilities

- Our organization operates in compliance with relevant legislation.
- Our board has mechanisms in place to fulfil its financial responsibilities.
- Our organization has a sustainable and ethical resource development plan.
- Our board fulfils its fiduciary responsibilities to staff, volunteers, clients and community members.
- Our board has an effective relationship with the Executive Director.
- Our organization is clear about our board and staff roles.
- Our board has good risk management policies and practices.
- Our board makes effective use of our corporate membership.

Board structure & operations

- Our board structure and model enable work to get done effectively.
- Our board plans and operates effectively.
- Our board has systems and processes in place to ensure its stability and renewal.
- Our board members understand their roles, responsibilities and the opportunities for growth and development.
- Principles of anti-oppression are embedded in our board policies and practices.

III. Operations

Operations & Internal Systems

- Our organization's operations are aligned with our mission and priorities.
- Our organization has clear and transparent decision-making and internal communications systems.
- Our organization has an effective and relevant organizational structure.

Learning & Innovation

- Our organization promotes a culture of evaluative thinking and ongoing learning to improve our programs, services and operations.
- Systems are in place to nurture leadership throughout our organization.

Physical & Technological Infrastructure

- Our organization's working spaces reflect organizational & program/service needs and priorities.
- Our organization has and implements policies and procedures related to knowledge and information management.
- Our organization has sufficient technological infrastructure to meet our program, service & administrative needs.

Financial Management

- Financial management practices are in line with legal, regulatory and funder requirements, as well as sound financial management practices.
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IV. Human Resources

Work Environment

- Our organization promotes a positive, equitable and safe work environment.
- Our organization promotes a positive staff relations climate.
- Our organization has a collegial working relationship with the union, if applicable.

Hiring, Deployment, Engagement & Retention

- Hiring practices are inclusive, transparent and effective.
- Our organization has a clear, fair, and effective performance management system.
- As an organization that values ongoing learning, we have strategies and resources for staff orientation, training & professional development.
- Our organization actively encourages staff engagement and innovation.

Managing Volunteers & Students.

- Our organization has an effective volunteer and student management system that addresses both our needs and those of our volunteers and students, if relevant.
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