



**Canadian
Accreditation
Council**

**Conseil
d'accréditation
canadien**

**INTERVIEW QUESTIONS
PROGRAM MANAGER**

2023 Edition of Standards

Onsite COPY

Created May 15, 2020

Governance & Management Standards

1.0 LEADERSHIP & GOVERNANCE	
1.1 Organizational Structure	
1.1.4 Role Awareness	
Please describe the role you play and the contributions you provide to realize the organization's: • mission statement • values • the goals of the program or services you are involve in delivering	1. Program Manager can describe their role or activities they have participated in 2. Program Manager can generally describe the organization/program mission, values, and goals <i>They should have a general understanding, they are not required to have it memorized</i>
1.1.5 Community Integration	
How does the Organization involve the community in activities which allow for feedback to support the development of policy? <i>Organization has wide-ranging and meaningful relationships with the boards and/or management of other similar programs, community groups, funders and associated stakeholders.</i>	1. Program Manager can provide clear examples of how they engage the community, such as: a. Individual or group interviews b. Community surveys c. Public forums d. Advisory groups e. Planning groups f. Tasks forces g. Participation in inter-organization and community meetings h. Review of reports and meeting minutes i. Use of relevant statistical information j. Review of media reports and letters to the editors k. Other appropriate mechanisms
1.2 Organization Plans	
1.2.3 Risk Management Plan	
What is included in the Organization's Risk Management plan?	The plan will address: 1. The development of written policies and procedures to outline: a. How risks are identified b. How risks are reported c. How risks are managed

	d. How risks are acted on e. How risks are acted on f. Protocols defining response time g. Protocols defining type of response provided 2. The identification of potential and actual risks, which are recorded in a risk register 3. An assessment of the probability of occurrence and/or severity of the risks recorded 4. Strategies used to mitigate identified risks, including but not limited to: a. Prevention b. Risk-reduction activities c. Adequate insurance coverage to cover potential liabilities
1.2.5 Quality Improvement Plan	
What is addressed within the Quality Improvement plan?	Response should address the following areas: 1. Clear expectations of service (desired outcomes) 2. Strategies with timelines 3. Methods to collect and track specific data 4. Identifying persons responsible
1.2.6 Support for the Quality Improvement Plan	
Please describe your quality improvement activities. How do you engage your staff in this process?	Response should address: 1. Defining the roles and responsibilities at all levels of the organization 2. Involving various personnel from all levels of the organization 3. Incorporating current practice research on service delivery to improve organization services 4. Involving persons served and stakeholder groups 5. Recognizing quality improvements achieved by personnel
2.0 FINANCIAL MANAGEMENT	
2.1 Organization Financial Management	
2.1.4 Ethical Fundraising Practices	

If fundraising is undertaken by the organization, and if so, how is it implemented?	Response should address: 1. Ensuring financial accountability for all solicited funds 2. Identifying the means to provide information to donors and community members when requested, including a complaints procedure 3. Ensuring that the governing board or Program Manager reviews its fundraising activities at least annually 4. Protecting the privacy rights of donors when soliciting funds 5. Ensuring that solicitations made by fundraisers: a. Disclosure of the organization's name and the purpose for which the funds are requested b. Respect the dignity and privacy of those who benefit from the organization's activities c. Declaring that funds will be spent on the purposes for which they were solicited, excluding reasonable costs for the fundraising activities; if alternative uses of the funds are needed, the organization will consult with donors where possible d. Respect the requests of the donors in regards to preferences in communication
2.1.6 Limits to Involvement with the Financial Affairs of a Person Served	
What is the practice that is in place to monitor the involvement of staff with person's served financial affairs?	1. Program Manager will be able to describe to practice around: a. Leading/borrowing money b. Joint financial ventures c. Joint bank accounts d. Trusteeship e. Inheritance from PS estate
3.0 INFORMATION MANAGEMENT	
3.1 Data Management	
3.1.1 Information Management Systems	
How does the organization as a whole and the program specifically manage the collection of data?	Program Manager can: 1. Describe what information is tracked/collected 2. Who is responsible for management 3. Describe how information is monitored 4. Efforts to ensure confidentiality

Please describe the accountability structure to ensure that the data is complete, accurate and secure. What is the process to transport a file or confidential information? <i>Program Manager should have a general understanding and can speak to how the organization monitors and response to the information they gather.</i>	5. Describe how the information is used within the program
3.1.2 Access to Information	
What is the procedure that is in place to monitor access to person served and personnel file?	Program Manager can: 1. Define persons who would have access & reasons for access 2. Describe process to monitor access
3.1.3 Maintenance of Information	
How does the organization as a whole and the program specifically manage the collection of data? Please describe the accountability structure to ensure that the data is complete, accurate and secure. What is the process to transport a file or confidential information? <i>Program Manager should have a general understanding and can speak to how the organization monitors and response to the information they gather.</i>	Program Manager can: 6. Describe what information is tracked/collected 7. Who is responsible for management 8. Describe how information is monitored 9. Efforts to ensure confidentiality 10. Describe how the information is used within the program
3.2 Protection of Confidential Information	
3.2.2 Informed Consent for Research	
Are person served data ever use in research projects? If so, what needs to be considered prior to start of a research project?	1. Participation is completely voluntary 2. Continuation of service is not dependent on participation 3. Honorariums and financial incentives are addressed 4. Informed written consent of the person served is required and will include: a. Nature and purpose of the research b. Clear description of possible risks or discomfort

	c. Guarantee of confidentiality d. Participant's (or legal guardian's) signature
3.2.3 Release of Information	
How does the organization address obtaining, sharing, and releasing confidential information?	Senior Management will address the protocols on the release of information.
4.0 EVALUATION & QUALITY IMPROVEMENT	
4.1 Collection of Outcome Data	
4.1.1 Guidelines for Collecting Data	
What needs to be considered when collecting person served data?	1. Program only collects data on person's served that will be used immediately for program improvement 2. Reason for collecting this data is disclosed 3. How the data will be used, is identified 4. Written consent is obtained for the data being collected and/or shared
4.1.2 Outcome Data Collection System	
What is your data system capable of supporting?	Response: outcome monitoring, evaluation, and quality improvement
4.2 Outcome Data Analysis	
4.2.2 Awareness of Diversity	
How does the organization demonstrate how awareness of the diversity of the persons served has improved the services for and the inclusion of the persons served within the organization?	Senior Manager will describe how they review the policy and procedure every 4 years
4.2.3 Identification of Outcomes Achieved	
How does the organization address the following types of outcomes: • Positive • Negative • Unanticipated • Do not achieve targets	1. Response will provide a clear understanding of these types of outcomes and how they are used within the review of services and policy development.

4.4 Outcome Data Dissemination	
4.4.1 Correction Action Process	
How does the organization implement and monitor corrective action plans? Please describe the process.	Response should address the following areas: 1. Recommendations from the quality improvement plan 2. Annual program analysis 3. Specific and measurable goals developed 4. Progress reviewed at least quarterly 5. Reporting findings
4.4.2 Reporting Outcome Data to Community	
How does the program communicate about its roles, programs and the outcome of its programs to the community?	Response should address the following areas: 1. Meeting the reporting and monitoring requirements of stakeholders and funders, and 2. Education to broaden the public's awareness of the strengths, needs, and challenges of the persons served by the program
5.0 PROFESSIONAL CONDUCT	
5.1 Ethical Conduct	
5.1.1 Code of Ethics	
What does your written code of ethics (i.e., policies on conduct) outline?	Response :its duty to exercise due diligence and proper care regarding the professional conduct of its staff, i.e.:
5.1.2 Professional Boundaries	
How does the program ensure that personnel are maintaining professional boundaries? Provide prompts – during, after, employee left	Program Manager will define how the programs monitors the personnel in the following areas: 1. During and after work hours 2. After PS is discharge 3. If employee has left program
5.1.3 Abuse	
How is abuse and harassment defined by your program?	Program Manager can provide a definitions of both abuse and harassment Response can be general in nature, but Program Manager will need to clearly

<i>Abuse and harassment although are the same in response, yet are different in their definition.</i> <i>Abuse</i> – to treat a person cruelly, whether physically, psychologically, or sexually, especially when it is on a regular or habitual basis <i>Harassment</i> - behaviour that threatens or torments somebody, especially when it is persistent	<i>demonstrate they would be able to identify what abuse and harassment would look like if they observed it.</i>
5.1.4 Harassment	
What would you do if you saw or heard about abuse or harassment within your organization/program?	Program Manager can: 1. walk through the process 2. describe reporting & notification 3. describe support to victim 4. describe the required documentation
5.1.5 Response to Ethical and Moral Conflicts	
What is the process for addressing a moral or ethical dilemma between professional expectations and personal values of the employee? <i>In the carrying out duties staff/volunteers are faced with situations that require consultation and de-briefing. Program needs to have an established process that is accessible and is known to frontline workers.</i>	Program Manager are able to describe: 1. Process that would apply 2. Identify whom to speak with
5.1.6 Whistleblowers	
What practices are in place for those who report concerns regarding the above or any other issue to the organization? If staff reported something they believed was wrong how would the organization/program respond?	1. Program Manager is able to describe the process to report an incident 2. Identify "good faith" 3. Protection from retaliation 4. Option to raise concerns outside of line management 5. Confidentiality
5.1.7 Response to Legal Issues	
What are the expectations of staff and/or the organization in responding to both professional and personal legal issues?	Response will address the following situations 1. Professional – job related 2. Personal – jury duty, etc. 3. Support/discipline – criminal

5.2 Conflict of Interest	
5.2.1 Conflict of Interest	
What are the conditions in which would be acceptable for personnel to give or receive gifts from person's served?	1. Program's policy will define response. 2. If "yes" describe current practice - examples
5.2.2 Disclosure of Conflict of Interest	
Are you aware of any conflict of Interest within your program? If so, please explain?	Ensure staff understands what would be an actual or potential conflict of interest. 1. If "yes" describe current practice – examples (time & place)
5.2.3 Personal and Familial Relationships in the Workplace	
Does the Organization ever employ relatives? If so, are there any conditions around this?	1. Program's policy will define response. 2. If "yes" describe current practice - examples
5.2.4 Honorariums and Gifts	
When are you allowed to accept an honorarium?	1. Program's policy will define response. 2. If "yes" describe current practice - examples
5.2.5 Limits to Involvement with Legal Affairs of a Person Served	
Please describe if as a Program Manager you would ever be involved in the legal affairs of the person served? If so, describe the role and the limits of Program Manager to regulate this involvement? Please provide examples or a situation when this would occur?	1. Program's policy will define response. 2. If "yes" describe current practice - examples
5.2.7 Conflict Resolution Among Personnel	
If there was a conflict between staff, how would it be resolved?	Program Manager able to explain 1. Process they would use to resolve issues 2. Grievance procedure

Terminology may need to be explored as they may understand this process by another name		
6.0 SAFETY		
6.1 Management of Risk		
6.1.2 Emergency Response Planning		
How often is your disaster or emergency plan for each program or services reviewed?	Response: Every 4 years.	
6.1.3 Working Alone		
Does staff ever work alone? Are there any safety precautions in place? What supports are provided after hours?	Program Manager can speak to the following: 1. Assessment of risk and hazards by management 2. Safety procedures in place – i.e. Check-ins 3. Means to communicate 4. Staff trained 5. Incidents are reported, investigated and reviewed	
6.1.4 Workplace Safety		
When you are evaluating risks and promoting workplace health and safety, what are some of the things you address but are not limited to?	Response: • Protective clothing and equipment for personnel • Workplace risk assessments • Workload monitoring • Stress management • Personnel vaccination • Prevention of manual handling* injuries • Protection from occupational hazards • Storage, handling, and disposal of toxic and flammable materials • Storage and use of dangerous equipment and weapons (e.g., electric saw, drills, guns, darts, etc.)	
6.1.5 Duty to Warn		

Please describe how the organization evaluates and warns staff of potential risk associated with working with an at-risk person.	Program Manager will related: 1. Efforts to protect confidentiality of PS 2. Universal response 3. Examples of practice
7.0 HEALTH	
7.1 Healthy Living	
7.1.1	
Please describe the activities that the organization is committed to that are designed to support and promote health.	Program Manager will describe and provide examples to promote health (general response that addresses the well-being of the staff)
7.1.2 Tobacco	
What are your written policies and procedures regarding the use of tobacco and tobacco products?	Response: 1. Tobacco use by personnel, persons served, and guests on the organization's grounds and within program spaces 2. Tobacco use in vehicles operated or contracted by the organization 3. Harm reduction strategies to address smoking and smoking cessation programs 4. Ceremonial uses of tobacco
7.1.3 Alcohol	
What are the written policies and procedures regarding the use of alcohol for personnel and person served?	Response: 1. Organization facilities and grounds (e.g., a valid license has been obtained if alcohol is sold on-site, etc.) 2. Off-site organization-sponsored or -supervised activities (e.g., fundraising events, etc.) 3. Vehicles operated during the course of completing work 4. Harm reduction strategies to address the misuse of alcohol 5. Conditions in which disciplinary action or termination would apply

	6. Limits of use by persons served while in any organization programming
7.1.4 other substance	
What are the written policies and procedures regarding the use of other substance for personnel and person served?	Response: 1. Organization facilities and grounds (e.g., over-the-counter and prescription medication, etc.) 2. Vehicles operated during the course of completing work 3. Harm reduction strategies to address the misuse other substances 4. Conditions in which disciplinary action or termination would apply
8.0 HUMAN RESOURCES	
8.1 Recruitment	
8.1.3 Indigenous Staff	
What was the percentage indigenous person served did your program service in the last year? What efforts have you taken to recruit and retain first nation workers? <i>Program which serves aboriginal children and families recruit and retain aboriginal workers at a similar ratio to its aboriginal children and/or families. Minimally, programs serving 15% of indigenous persons served (of total persons served within the last year) retain a minimum of 10% complement of full time equivalent aboriginal workers (fte).</i>	Program Manager can identify the strategy and activities they have done to achieve this objective
8.1.6 Scope of Practice	
How does the program ensure that employees are acting within their "scope of practice"?	Program Manager can refer to regulations/documents that lay out parameters of duties of their employees. 1. Identify the parameter of a regulated professional staff. a. Registration b. Professional Code of Ethics

	2. Identify the parameter of an unregulated staff member. - Job description - Code of Ethics
8.1.7 Professional Staff	
How do you ensure the equality of professional?	Response: - Level of professional services required (e.g. LPN, RN, etc.) - Case load requirements - Verification of credentials - Standardized scope of practice
8.1.8 Duty to Accommodate	
How do you provide reasonable accommodations* for staff, respectful of the diversity of all people?	Response: - Accommodations for religious, cultural, or ethnic differences - Physical access to the program and facility - Assistive technology (e.g., materials developed to accommodate difficulties with understanding written materials such as enlarged screens, dictate software, etc.) - Specialized equipment (e.g., wheelchairs, ergonomically designed furniture) - Access to Employment Assistance Program
8.1.9 Practicum Student Contracts	
Have you involved practicum students within your programs? If so, what needs to be in place to support their placement?	Response to address: - Reporting relationships - Supervision expectations - Sharing of information, including student evaluations, both formal and informal - Contact between the student's supervisor at the program and his or her academic supervisor
8.1.11 Use of Volunteers	
What role do volunteers have to provide services directly to the person served? What needs to be in place to support the volunteers and to recognize their contributions to the program?	Response to address: - Timelines for monitoring and supervision - Recording of volunteer involvement - Annual evaluation of performance - Recognition of volunteer's efforts

8.2 Records	
8.2.1 Personnel File-Required Documents at Time of Hire	
Describe the required documents at time of hire.	Response to address: 1. Resume and 2 signed reference checks. 2. Criminal Record Check. 3. Verification of other required checks on file. 4. Signed contracts/job descriptions and confidentiality forms.
8.2.3 Orientation	
When you were hired how were your oriented to your position; to your duties; and to the individuals you work with? <i>Note – all new hires since the last review need to be within 10 days – hires prior to last review are historical</i>	1. Staff will be able to briefly describe the timeline and the process they went through 2. Explore if the practice is consistent between all staff
8.2.4 Access to Policy and Procedures	
What is the time frame that you have to provide personnel who are new, with access to the most current policies and procedures?	Response: 24 hours
8.2.7 Supervision	
Describe the practice to provide regular supervision? How often does this occur?	Program Manager defines: 1. frequency that matches policy type of supervision provided