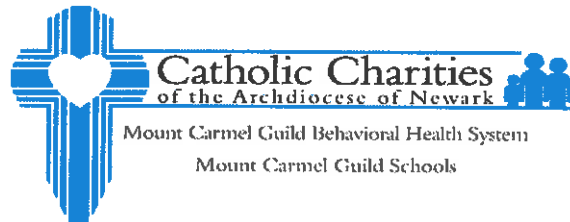


APPENDIX C



CODE OF ETHICS

CODE OF ETHICS

Reviewed and revised 6/6/2011, 6/29/2012, 7/1/2013, 1/31/14, and 8/1/14

PROLOGUE

Catholic Charities of the Archdiocese of Newark, Mount Carmel Guild Behavioral Health System, and Mount Carmel Guild Schools (collectively “Catholic Charities of the Archdiocese of Newark” or “Catholic Charities”) is an institution whose mission is pursuant to and in furtherance of the social ministry of the Roman Catholic Church. Catholic Charities of the Archdiocese of Newark is a leader in the community in the provision of social welfare services to thousands of families and individuals each year. Catholic Charities of the Archdiocese of Newark is committed to providing quality social services, advocating for just structures in society, and working to convene the Catholic community, along with all people of good will, to provide help and create hope.

The Gospels tell us that the greatest commandment is to love the Lord our God, with all our hearts, souls, minds and strength and that the second is to love our neighbor as ourselves. The Letter of James likewise admonishes believers that we must not only be “hearers of the Word, but doers.” It is the mission of Catholic Charities of the Archdiocese of Newark to live out that call to be “doers of the Word,” particularly in the love of neighbor. Clearly, Catholic Charities of the Archdiocese of Newark continues the mission of the Church to bring Good News to the world, with special attention to the needs and hopes of persons, families and communities that are poor, vulnerable and disenfranchised. The Social Mission of the Church is the foundation of Catholic Charities of the Archdiocese of Newark. The goals and activities of Catholic Charities, therefore, are consonant with the Social Mission of the Church as reflected in the Scriptures, the papal encyclicals and other relevant documents, particularly the decrees of the Second Vatican Council, as well as other statements, such as those of the United States Conference of Catholic Bishops relevant to social justice.

Being the Church in the modern world requires constant reflection in light of its principles and values, an organizational code of ethics provides a vehicle for such reflection.

1. USE AND LIMITATIONS OF THE CODE OF ETHICS

The Catholic Charities of the Archdiocese of Newark Code of Ethics serves to guide the organization in the concrete implementation of the broad moral philosophy of its mission of justice and love. The Code applies to the organization as a whole, agency leadership and staff. The Code of Ethics serves as a broad guide to the organizational behavior of the staff in carrying out the mission of Catholic Charities of the Archdiocese of Newark.

The Code serves several purposes:

1. To identify the core principles and values on which Catholic Charities of the Archdiocese of Newark's mission is based.
2. To provide ethical standards to guide organizational and practitioner/staff behaviors.
3. To serve as a tool in the education of staff and other stakeholders to their ethical obligations in carrying out the mission of Catholic Charities of the Archdiocese of Newark.
4. To orient Catholic Charities of the Archdiocese of Newark leadership, staff, volunteers and recipients of service to the basic values, rooted in the Teaching Tradition of the Catholic Church that guide, motivate, and inform Catholic Charities of the Archdiocese of Newark activities and services.
5. To assist staff in identifying areas of ethical concern and in resolving issues where ethical obligations conflict.
6. To provide standards against which the community can hold Catholic Charities of the Archdiocese of Newark accountable.

The Catholic Charities of the Archdiocese of Newark Code of Ethics, like codes of ethics in general, has limitations. The Code provides a set of principles, values and standards to guide decision-making and conduct. It does not, however, provide a set of rules that prescribe how one should act in all situations. More specific applications of the Code of Ethics must take into account the uniqueness of each situation in which ethical issues are embedded. Ethical decision-making is a process that requires informed ethical judgments. It requires a careful identification of the ethical issues at stake, the underlying moral values and all relevant considerations related to the issue. In such cases, supplementary resources may be needed.

II. OTHER PROFESSIONAL CODES OF ETHICS

Catholic Charities of the Archdiocese of Newark recognizes that many of the employees, board members and volunteers are professionally trained and may recognize and adhere to various professional codes of ethics. These may include, but are not limited to, codes of ethics for social workers, psychologists, psychiatrists, nurses, attorneys, teachers, physicians, accountants and fund-raisers/development professionals. Catholic Charities of the Archdiocese of Newark recognizes and respects the contributions of all of these entities in the development of a code of ethics. When personal values of staff or ethical obligations to clients conflict with agency policies, procedures, laws, or regulations, responsible efforts should be taken to resolve the conflict in a manner consistent with this Code of Ethics. To its best ability, Catholic Charities of the Archdiocese of Newark will honor and respect our staff, board members and volunteers' adherence to such professional codes of ethics, but will reserve the right to require that each staff person, board member or volunteer respect and adhere to the Catholic Charities of the Archdiocese of Newark Code of Ethics.

III. PRINCIPLES OF CATHOLIC SOCIAL TEACHING

Catholic Charities of the Archdiocese of Newark reaffirms its commitment to living out the great commandment of Love of God and Love of Neighbor. The permanent principles of the Church's social doctrine [341] constitute the very heart of Catholic social teaching. These are the principles of: the dignity of the human person...which is the foundation of all the other principles and content of the Church's social doctrine; the common good [342]; subsidiarity; and solidarity" (*Compendium of the Social Doctrine of the Church*, 160).

"Besides the principles that must guide the building of a society... the Church's social doctrine also indicates fundamental values." The relationship between principles and values is undoubtedly one of reciprocity, in that social values are an expression of appreciation to be attributed to those specific aspects of moral good that these principles foster, serving as points of reference for the proper structuring and ordered leading of life in society. These values require, therefore, both the practice of the fundamental principles of social life and the personal exercise of virtue, hence of those moral attitudes that correspond to these very values [426]. *"All social values are inherent in the dignity of the human person, whose authentic development they foster. Essentially, these values are: truth, freedom, justice, love"* [427] (*Compendium of the Social Doctrine of the Church*, 197).

A. Human Dignity

Catholic Charities of the Archdiocese of Newark affirms that each person is made in the image of God and has inherent dignity. Each person must be respected from conception to natural death. Each person is endowed with rights and duties.

Catholic Charities of the Archdiocese of Newark affirms that each person served and engaged with our work will be held in great esteem and with great respect.

B. Common Good

Catholic Charities of the Archdiocese of Newark affirms that there is a universal destination of all created things that all persons have the right to access all that they need in order to reach their fulfillment and that all persons have the concurrent obligation to work for the rights of others as well.

C. Subsidiarity

Catholic Charities of the Archdiocese of Newark affirms that decisions should be made at the lowest possible level, should involve those who are capable of participation in decision-making and who will be impacted by those decisions, and should empower those who are most in need. Concurrently, we commit to creating and renewing structures and institutions that provide assistance and aid, as required, appropriate and necessary. Catholic Charities of the Archdiocese of Newark, as a member of the civic society, affirms that we should actively participate in the public discourse at both the national and local community level, seeking justice for all, but especially for those who have no voice of their own. We affirm that we should both advocate and serve, advocating both for individuals and for just social structures.

D. Solidarity with the Poor

Catholic Charities of the Archdiocese of Newark affirms that the most poor and vulnerable persons and families have a special claim to our services and programs.

Catholic Charities of the Archdiocese of Newark affirms that our staff and boards should engage those served to have a voice in decisions impacting policies and programs.

We affirm the need to create structures and processes for obtaining appropriate input from stakeholders.

Catholic Charities of the Archdiocese of Newark is committed to continue to be a voice with poor and vulnerable individuals and families in the public discourse.

IV. FUNDAMENTAL VALUES

A. Truth

Catholic Charities of the Archdiocese of Newark affirms that transparency and accountability will always be pursued in our communication and work.

Catholic Charities of the Archdiocese of Newark affirms the truth of the intrinsic dignity and worth of the human person as a social being and will witness to our Catholic identity in fulfilling our roles in Church and in society.

B. Freedom

Catholic Charities of the Archdiocese of Newark affirms that we will always assist our clients, staff and volunteers to live in socially responsible freedom, to exercise their authentic autonomy in light of objective truth and to actualize their inherent potential as beings created in the image and likeness of God.

Catholic Charities of the Archdiocese of Newark will respect and affirm the autonomy of each organization/entity with whom it has a relationship.

C. Justice

Catholic Charities of the Archdiocese of Newark affirms that it is a matter of justice that all clients have the right to self-actualization and to reach their potential as beings created in the image and likeness of God.

Catholic Charities of the Archdiocese of Newark affirms that it will work to achieve greater justice in our communities through our social policy advocacy efforts.

Catholic Charities of the Archdiocese of Newark affirms that all contracts and agreements and all relationships with stakeholders will be based on norms of justice.

Catholic Charities of the Archdiocese of Newark affirms that it will work to expand and maintain diversity and excellence in its membership, board, leadership positions and staff.

Catholic Charities of the Archdiocese of Newark affirms that it will continue to work to help eradicate racism and prejudice within its own organizations and in society at large.

D. Love

Catholic Charities of the Archdiocese of Newark affirms that love – caritas – will be the chief identifying characteristic and element of our work and life.

V. ETHICAL STANDARDS

The ethical standards flow from the Principles and Values articulated above. Catholic Charities of the Archdiocese of Newark relates to a wide variety of individuals, groups and institutions in the day to day work of carrying out its mission. These standards are divided into sections that attempt to address the diverse functions of Catholic Charities of the Archdiocese of Newark, as well as the variety of constituencies with whom we interact.

1. Responsibility to Clients

1.01 Client Rights

- a) All staff are expected to respect the dignity and worth of all persons served at all times.
- b) Clients shall be informed of their rights and responsibilities as clients of Catholic Charities of the Archdiocese of Newark.
- c) All clients have the right to confidentiality to the extent practicable and to privacy.

1.02 Boundary Issues/Dual Relationships

- a) Staff are expected to avoid dual or multiple relationships with persons served and with past recipients of service.
- b) Where such relationships are unavoidable, staff and supervisors are expected to be vigilant to safeguard clients from any possible exploitation or harm.
- c) Staff are prohibited from engaging in sexual harassment, exploiting clients, students or supervisees, and engaging in sexual intimacies with clients.

1.03 Beginning of Client Relationship

- a) Staff are expected to follow the criteria and conditions set by agency policy in accepting clients for service at Catholic Charities of the Archdiocese of Newark.
- b) Staff are expected to engage persons served involving them in all aspects of care toward realizing their goals.
- c) Staff are expected to represent themselves, their qualifications and their skills truthfully in all relationships.

1.04 Informed Consent

- a) Clients shall be appropriately informed about the purpose of the service and the role of the staff in providing that service.
- b) Care shall be taken that clients understand the purpose of the service and have opportunity to ask questions.
- c) Potential clients shall be given all information necessary to make an informed decision, including benefits, risks and harm of the proposed service, or of not engaging in service at all, as well as mandated reporting requirements.
- d) The client should be given information about appropriate alternative services that are consistent with the mission and values of Catholic Charities of the Archdiocese of Newark, if appropriate.
- e) Staff are expected to obtain the informed consent of the client before audio-taping or video-taping clients; consent should also be obtained for the use of client cases/material for training purposes, including the observation of services by another.

1.05 Confidentiality

- a) All staff are expected to respect the privacy of all persons served and shall, in accordance with all regulatory requirements, confidentially maintain all information obtained except for compelling professional reasons.
- b) Catholic Charities of the Archdiocese of Newark is expected to develop procedures to assure that all staff persons are aware of any limits of confidentiality and to inform persons served of any pertinent laws and/or limitations.

1.06 Clients as Research Subjects

- a) Catholic Charities of the Archdiocese of Newark is expected to protect the rights of human research subjects and to follow nationally-recognized guidelines developed for protecting and evaluating research.
- b) Sensitively administered, written informed consent and assent shall be obtained from research participants as dictated by governmental and professional mandates.

1.07 Release of Information

- a) Staff are expected to provide persons served reasonable access to their records, at reasonable times and circumstances; staff will limit access to records, based on legal standards and/or professional judgment, as applicable to the individual circumstance.
- b) Staff are expected to release information to third parties only when required by law, or indicated and agreed upon by the person(s) served.
- c) Staff are expected to adhere to agency policies and procedures and to applicable state and federal laws and regulations regarding release of client information.

1.08 Quality Service/Competence

- a) All staff are expected to provide services within the scope of their training and expertise.
- b) Staff are expected to provide services that are new to them only after adequate training and appropriate supervision/consultation.
- c) Services provided should be consistent with the best practices for the needed care.
- d) Catholic Charities of the Archdiocese of Newark is expected to continually evaluate the quality of service delivery to clients in an effort to improve the services delivered and to maximize client outcomes.

1.09 Duty to Warn/Duty to Protect

- a) All professional staff are expected to be aware of their legal and professional duty to warn and duty to protect.
- b) Catholic Charities of the Archdiocese of Newark is expected to be aware of federal, state and local case law that requires professional staff to warn/protect third parties from harm that may be perpetrated by a client(s) in their care.
- c) Agency policies governing the circumstances and procedures for warning potential victims shall be available to all staff.

1.10 Duty to Report

- a) Professional staff are expected to be aware of legal statutes that require professional staff to report alleged or suspected incidents of abuse and/or neglect of protected groups.
- b) Agency policies governing the circumstances and procedures for reporting shall be available to all staff.

1.11 Best Interest of Client

- a) All staff are expected to demonstrate a genuine concern for the best interests of all persons served.
- b) Professional staff are expected to focus their intervention efforts on assisting and empowering clients to help themselves in so far as possible.
- c) Catholic Charities is expected to strive, in all of its services, to act in a manner consistent with the ethical principles of social responsibility and authentic autonomy.

1.12 Non-Discrimination

- a) Catholic Charities of the Archdiocese of Newark shall not engage in unjust discriminatory behaviors against individuals served or refuse services to individuals on the basis of race, color, creed, gender, sexual orientation, religion, disability or nationality.
- b) Catholic Charities of the Archdiocese of Newark shall not engage in harassing behaviors against individuals served on the basis of race, color, creed, age, gender, sexual orientation, religion, disability or nationality.

1.13 Religious Identity

- a) While Catholic Charities of the Archdiocese of Newark respects the right of individual clients, staff, volunteers, and board members to have their own religious beliefs, values and identities, the identity of Catholic Charities of the Archdiocese of Newark is clearly Catholic. As such, it adheres to the social and moral teachings of the Catholic Church.
- b) While acting in accord with Catholic Charities of the Archdiocese of Newark's religious identity, policies and procedures, staff shall respect the right of all clients to their own religious beliefs and values and shall not directly or indirectly attempt to proselytize in their interaction with clients.

c) Agencies shall clearly indicate, prior to the creation of any client relationship, that Catholic Charities of the Archdiocese of Newark does not provide services contrary to the teachings of the Church, such as abortion counseling or referral.

d) While indicating the ethical standards of Catholic Charities of the Archdiocese of Newark, and those services not provided by Catholic Charities of the Archdiocese of Newark, staff shall provide services for clients in accord with professional standards applicable to the situation.

1.14 Cultural Sensitivity

a) Professional staff are expected to have knowledge of the cultures of the persons served and to demonstrate competence in providing services that are sensitive to the respective cultures and differences among people and cultural groups served by Catholic Charities of the Archdiocese of Newark.

b) Catholic Charities of the Archdiocese of Newark is expected to promulgate policies and procedures that specify sanctions and/or corrective actions to be taken in the event of staff behaviors with clients or with one another that violate standards of cultural and racial sensitivity.

1.15 Conflicts of Interest

a) All agency personnel (board, administrators, professional staff, direct service volunteers and other agency staff persons) are expected to be alert to and to avoid conflicts of interest that jeopardize the care of persons served and that interfere with the staff's delivery of services.

b) CCAN is expected to specify its organizational policy and procedures for disclosing and offsetting potential conflicts of interest.

1.16 Standard for Service

a) Staff are expected to demonstrate a standard of care that is reasonable, prudent and appropriate to the presenting and assessed needs of the person(s) served.

b) Staff are expected to ensure that documents relating to delivery of services which are signed by persons served include a provision for the witnessing of documents. Such documents shall include a signature block for a witness signature – a signature by an individual that witnessed the person served signing the document.

1.17 Fees

- a) Catholic Charities of the Archdiocese of Newark is expected to set fees that are fair, reasonable and commensurate with the services performed.
- b) Fees should be regularly reviewed and adjusted as appropriate by the responsible agency administrators.
- c) Persons served shall be made aware of fees, and consideration should be given to their ability to pay.

1.18 Non-involvement of Clients in Colleague Conflicts

- a) Staff are expected to not discuss with clients anything regarding conflicts between themselves and colleagues.

1.19 Referrals

- a) Staff are expected to refer clients to other providers when the needs of the client can best be served through an alternative source/alternative provider subject to the limitations of 1.13.
- b) Staff are expected to provide for appropriate and comprehensive transition for any and all referred clients.

1.20 Termination of Service

- a) Professional staff are expected to terminate services when these services are no longer required or cannot be appropriately provided.
- b) Steps will be taken for an orderly transition for persons served to aftercare and/or alternative services when indicated.

2. Boards/Governance

2.01 Corporate Integrity

- a) Members and Trustees are expected to approve the Catholic Charities of the Archdiocese of Newark Code of Ethics and to periodically review the Code and its implementation.

b) Members and Trustees are expected to participate in educational and formational opportunities on the content and application of the moral and social teaching of the Church to contemporary issues within Catholic Charities of the Archdiocese of Newark.

c) Members and Trustees are expected to periodically review the Articles and Bylaws of their respective corporations to ascertain their currency with relevant state and federal law (IRS) and the consistency of Members' and Directors/Trustees' practices with the provisions of the corporation's organizational documents. The organizational documents of the corporation shall include an explicit statement of the Catholic identity of the organization and that it shall operate in accord with the teachings of the Roman Catholic Church as interpreted by the local bishop.

d) Members and Trustees are expected to exercise their authority in the corporation consistent with the moral and social teachings of the Church.

e) Members and Trustees are expected to be faithful to their respective corporation's purposes and to exercise their best, independent judgment concerning the best interest of the corporation on any matter committed to them by the organizational documents of the corporation.

f) Each Member or Trustee is expected not to use his/her position of governance in the corporation for personal, private gain. In all transactions with individuals or with other organizations Members and Trustees are expected to act in the best interest of the corporation.

g) Members and Trustees, in accord with the authority in each body described in the organizational documents of the corporation, are expected to assure that all assets of the corporation are used for the charitable purposes of the corporation in accord with the norms of law.

2.02 Autonomy of Governance Board of Directors/Board of Trustees

All authority to manage the affairs of the corporation is vested in the Board of Trustees in accord with the organizational documents of the corporation. The Board is expected to implement Catholic moral and social teaching in all of its decision-making.

a) Each Trustee is expected to exercise independent judgment in the best interest of the corporation in matters before the board, taking care to make decisions free from any personal, financial or professional conflict.

b) Each Trustee is expected to be responsible for adequately preparing for board meetings and regularly attending board meetings.

- c) The Board of Trustees is expected to provide for regular evaluations of the CEO.
- d) The Board of Trustees is expected to provide for periodic review and comparative study of management compensation with other similarly situated corporations.
- e) The Board of Trustees is expected to periodically review the corporation's processes for engaging legal, accounting and other professional relationships, as well as letting of major contracts and to evaluate the benefits and costs of such relationships for the corporation.
- f) The Board of Trustees is expected to periodically review the quality and responsiveness of its programs to the needs of the communities it serves.

2.03 Fiduciary Duty

Each Trustee has a fiduciary duty to act in the best interest of the corporation. In fulfillment of this duty:

- a) Each Trustee is expected to fulfill the duty of care by adequate preparation for meetings, monitoring board practices and keeping informed of the nature and purpose of the corporation, its core values, its religious identity and the needs of the communities the corporation serves.
- b) Each Trustee is expected to keep informed about and to make every best effort to have the corporation comply with accreditation, regulatory and other applicable standards relevant to the quality of services provided by the corporation.
- c) Each Trustee is expected to fulfill the duty of loyalty to the corporation by exercising independent judgment in protecting all business opportunities of the corporation and by guarding against any use of a director's/trustee's position for personal gain inconsistent with the best interest of the corporation.
- d) Each Trustee is expected to disclose a conflict of interest and any business transaction between the Trustee and the corporation in accordance with the Agency's bylaws.
- e) The Board Trustees is expected to provide an accessible and safe/non-retaliatory communication process for employees to make known to the board any practice in the corporation that appears to discriminate unfairly on the basis of race, color, creed, ethnicity or age (other than age specific services). The same process should be available to report instances of sexual harassment or other conduct inconsistent with the identity and/or values of the corporation or of the employees of the corporation.

f) Each Trustee is expected to fulfill the duty of obedience by adhering to the purposes of the corporation and by providing that its activities are in furtherance of its purposes as stated in the organizational documents.

g) The Board of Trustees is expected to monitor any joint ventures to ensure that they are consistent with the purposes and identity of the corporation and to ensure that the purpose and structure of any joint venture is consistent with the corporation's organizational documents and with federal and state law relevant to charitable corporations.

2.04 Financial Accountability

a) The Board of Trustees is expected to be vigilant that the corporation's charitable funds are not directly or indirectly diverted from the achievement of the corporation's mission and purposes.

b) The Board of Trustees is expected to provide for regular financial reports from management that are in an easily understood form and that clearly show the ratio of use of monies for services, investments and administrative expenses.

c) The Board of Trustees is expected to provide for regular review of accountants and auditors and financial reviews or audits appropriate for the size of the corporation.

d) The Board of Trustees is expected to provide for a regular review of the financial practices of the corporation and to require management to present to the board and to maintain adequate procedures for the receipt, deposit and disbursement of cash.

e) The Board of Trustees is expected to require that management present to the board and maintain adequate procedures to monitor both the quality of services and the accountability of the use of revenues from contracts.

f) The Trustees are expected to individually and collectively review the financial audit of the corporation, as well as Form 990.

2.05 Relationships of the Corporation

a) The Board of Trustees is expected to meet annually with the archbishop of the archdiocese to hear the information on the charitable needs of persons throughout the archdiocese and to share with the archbishop the needs of the larger community, so that there may be good stewardship of resources of the corporation and effective cooperation between the corporation and the arch/diocese and its parishes, respecting the distinct mission of each entity.

b) The Board of Trustees is expected to provide for the development and use of structures and processes to ensure ongoing communication with parishes concerning local community needs.

c) The Board of Trustees is expected to be accountable to donors, the local Church and the community for the corporation's use of funds and provision of services by providing accurate, easily understood and accessible information to each stakeholder of the corporation.

3. CEO/Management Team Responsibilities

3.01 Ethics Leadership

a) The CEO/Management Team is expected to ensure the implementation and promulgation of the Catholic Charities of the Archdiocese of Newark Code of Ethics recognizing that this code guides Catholic Charities of the Archdiocese of Newark as an organization and as a moral agent.

b) The CEO/ Management Team is expected to incorporate the Catholic Charities of the Archdiocese of Newark Code of Ethics into its organizational and employee policies.

c) The CEO/Management Team is expected to ensure that introduction and discussion of this Code is included in the hiring process and in new employee/volunteer orientation.

d) The CEO/Management Team is expected to ensure that its own personal and professional behavior is consistent with the norms of the Catholic Charities of the Archdiocese of Newark Code of Ethics; in so doing, they shall model ethical behavior and decision-making for those whom they are appointed to lead.

e) The CEO/Management Team is expected to create and use mechanisms for ethical decision-making, including but not limited to Ethics Committees and/or consulting relationships with experts in their communities who have demonstrated ethics expertise and wisdom.

f) The CEO/Management Team is expected to lead with integrity.

g) The CEO/Management Team is expected to provide for appropriate transparency regarding Catholic Charities of the Archdiocese of Newark's operations and to ensure that the values of respect and openness guide policy and procedure development and implementation.

h) The CEO/Management Team is expected to take steps within the organization to prevent and eliminate discrimination within the organization in all aspects of governance and management, such as in its policies and procedures related to employment, program services, work assignments and promotion practices.

3.02 Organizational Renewal and Development

The CEO/Management Team is expected to work with agency board(s) and staff to regularly engage them in processes that ensure ongoing organizational integrity, renewal and development.

a) These processes should include orientation and periodic development opportunities, when economically feasible, for all staff, board and service volunteers, regarding the mission of the Catholic Charities of the Archdiocese of Newark agency as foundational to all aspects of Catholic Charities of the Archdiocese of Newark's operations and activities.

b) These processes shall include, at a minimum, program and regulatory compliance, regular fiscal and program audits and all generally accepted practices that ensure transparency.

c) These processes may include periodic strategic planning, continuous quality improvement processes, staff development opportunities for all employees and volunteers, voluntary accreditation processes and staff renewal processes that focus on the mission of Catholic Charities of the Archdiocese of Newark.

3.03 Staff Competence

The CEO/Management Team is expected to ensure that human resource policies, procedures and practices are comprehensive and are adequate to promote the competence of staff and volunteers at all levels of the organization.

a) In order to assure fairness and predictability for staff, there should be written job descriptions for all paid staff positions, which clearly state the minimum educational and experience qualifications and which reflect the responsibilities of the position.

b) There should be policies and procedures in place to ensure that Catholic Charities of the Archdiocese of Newark is in compliance with credentialing requirements (licensing, certification and accreditation) of the various professional staff employed in providing Catholic Charities of the Archdiocese of Newark's services.

c) Catholic Charities of the Archdiocese of Newark is expected to provide orientation and professional development opportunities for staff and volunteers of all levels depending upon available funding, to ensure their ongoing growth and development and their ability to provide quality service to Catholic Charities of the Archdiocese of Newark's clients.

3.04 Technology

a) The CEO/Management Team will take reasonable precautions to prevent unauthorized access to passwords, user identifications, or other information that may be used to access information systems.

b) The CEO/Management Team will limit access to information contained in or obtained from the systems to only authorized people.

c) The CEO/Management Team will diligently protect all confidential information from unauthorized disclosure.

d) The CEO/Management Team will abide by all licensing and copyright agreements.

e) The CEO/Management Team will not use knowledge of a confidential nature to further any personal interest nor will it, to the extent practicable, violate the privacy of others who entrust it with confidential information.

f) The CEO/Management Team shall ensure that the manner in which technology is used is consistent with Catholic Charities of the Archdiocese of Newark ethical and moral principles.

3.05 Board Communications/Relationships

a) The CEO is expected at all times to provide pertinent information and to be fully transparent in communications involved in the work of Catholic Charities of the Archdiocese of Newark's governing board. Full disclosure of all pertinent information is essential to the appropriate and effective governing role of the board.

b) The CEO/Management Team is also expected to communicate openly and honestly with any advisory boards, within their designated function, thus enabling such boards to be of maximum effectiveness for Catholic Charities of the Archdiocese of Newark and its clients.

3.06 Alternative Sources of Revenue

- a) In seeking alternative sources of revenue to further Catholic Charities of the Archdiocese of Newark's work, the CEO/Management Team is expected at all times to ensure the integrity of Catholic Charities of the Archdiocese of Newark's Catholic identity and mission.
- b) The core values and principles of Catholic moral and social teaching shall provide guidance in the choice of sources of revenue and choice of organizations with which Catholic Charities of the Archdiocese of Newark will partner.
- c) In the establishment of any partnerships or other contractual relationships, Catholic Charities of the Archdiocese of Newark is expected to ensure that it will be able to maintain its ethical standards in the performance of the partnership or contract.

4. Staff/Volunteer/Agency Relationships

4.01 Organization's Responsibility to Staff-Non-discrimination

- a) Agency administration is expected to take steps within the organization to prevent and eliminate unjust discrimination within the organization in all aspects of governance, such as in its policies and procedures related to employment, program services, work assignments and promotions.

4.02 Organization's Responsibility to Staff-- Supervision

- a) The supervisor is expected to be dedicated to the mission of Catholic Charities of the Archdiocese of Newark and to have the necessary technical and ethical competencies to fulfill the supervisory functions effectively.
- b) The supervisor is expected to keep abreast of new developments in both service provision and supervisory practice.
- c) The supervisor is expected to develop performance goals and objectives with each supervisee.
- d) The supervisor is expected to meet with the supervisee on a regular basis and to clearly specify how consultation should be handled in emergency situations.
- e) Confidentiality, within the context of the supervisor-supervisee relationship, shall be respected and its limits clearly articulated.

f) The supervisor is expected to clarify the boundaries of the relationship with the supervisee, and dual relationships shall be avoided. The supervisor will not combine the supervisory role with other roles, such as friend or counselor, and the supervisor will not provide personal counseling to the supervisee.

g) The supervisor is expected to include mission integration into supervisee evaluations to assure that service provision and inter-professional and community relationships are consistent with the mission and ethical values of Catholic Charities of the Archdiocese of Newark.

h) The supervisor is expected not to use the supervisory relationship for personal gain. A process should be in place for staff to bring concerns regarding conflicts of interest or boundary violations to other levels of management within Catholic Charities of the Archdiocese of Newark to address such issues.

4.03 Responsibility of Supervisor to Organization/Administration

The supervisor is expected to share with organizational leadership/administration information that could place agency staff, clients or other persons at risk or that could seriously impede the mission of Catholic Charities of the Archdiocese of Newark.

4.04 Mutual Responsibility of Organization and Staff

Employment with Catholic Charities of the Archdiocese of Newark involves the development of a mutual relationship between the organization and the individual staff member that is guided by the values of respect, openness and transparency.

4.05 Staff Responsibility to Organization

a) Staff are expected to agree to support the mission, values and ethics of the organization and to agree to incorporate them into their work on behalf of clients.

b) Staff are expected to agree to participate in staff training and development opportunities provided by Catholic Charities of the Archdiocese of Newark regarding the mission, values and ethics of the organization.

c) Staff are expected to uphold Catholic Charities of the Archdiocese of Newark's mission, values and ethics in their delivery of services to clients and in all program related activities.

d) Staff are expected to seek to enhance the quality of service through their participation in continuing education and professional development opportunities, using appropriate lines of communication within and outside of Catholic Charities of the Archdiocese of Newark, following through on commitments made to agency, coworkers, clients and community and being good stewards of Catholic Charities of the Archdiocese of Newark's resources.

e) Staff are expected to refrain from any participation in or association with any dishonesty or fraud within Catholic Charities of the Archdiocese of Newark.

f) Staff are expected to make clear distinctions between their own personal statements, beliefs or actions and those of Catholic Charities of the Archdiocese of Newark when there is a discrepancy.

4.06 Colleague Relationships

a) Staff are expected to respect the rights and views of their colleagues and to treat them with respect, fairness and courtesy.

b) Staff are expected to collaborate with colleagues and to use alternate or complementary services as needed to best serve the client.

c) Staff are expected to extend to colleagues of other community agencies the same respect and cooperation that is extended to colleagues in their own organization.

d) Staff are expected to refrain from involving a client in a dispute with a colleague or engage the client in any discussion of a conflict with a colleague.

e) The staff person who refers a client to a colleague is expected to take appropriate steps to facilitate an orderly transfer of the relationship.

f) When terminating a client, staff are expected to provide for an appropriate termination process and take steps for a responsible transfer; pertinent information should be disclosed only with the proper consent of the client or the person authorized to provide the consent on behalf of the client, unless such a disclosure is not permitted by law.

g) When consulting with a colleague of another organization about a client, staff are expected to refrain from sharing confidential information or information that could reveal the identity of the client without proper client consent. Only information that is necessary to achieve the purposes of the consultation should be disclosed.

h) Staff are expected to refrain from soliciting clients from alternative providers for the purpose of increasing their client base. If staff members engage in a practice outside of their work for Catholic Charities of the Archdiocese of Newark, they are also expected not to solicit clients away from Catholic Charities of the Archdiocese of Newark to their own alternative practice.

4.07 Team Relationships

a) The staff person who is a member of an interdisciplinary team within the organization, or is a member of a team in or with another community agency, is expected to actively participate and contribute to decisions that affect the welfare of clients served. Obligations of the team as a whole and of the individual member shall be clearly established.

b) The decision-making process of the team should be clarified, and it should be understood that an individual member may withdraw from a decision which may be considered by the member to be contrary to the wellbeing of the client or contrary to the values and ethics of the member's profession or the organization.

4.08 Organization's Relationship to Volunteers

a) Volunteers are expected to support the mission, values and ethics of the organization as the foundation for their work with and for Catholic Charities of the Archdiocese of Newark and its clients.

b) Volunteers should be held to the same standards, policies, procedures and accountability as are the paid staff of Catholic Charities of the Archdiocese of Newark.

c) Volunteers should be screened, interviewed and placed in roles within the organization which match their skills and abilities with the needs of Catholic Charities of the Archdiocese of Newark and its clients. Background and reference checks should be completed on volunteers as appropriate to their type and level of responsibility.

d) Volunteers are expected to agree to participate in training and development opportunities provided by Catholic Charities of the Archdiocese of Newark regarding the mission, values and ethics of the organization.

e) Volunteers are expected to refrain from using their role within the organization to receive preferential treatment when seeking services for themselves, family members or friends.

5. Social Responsibility

5.01 Mission Engagement

In fulfillment of its mission, Catholic Charities of the Archdiocese of Newark will work to effect social change and to promote social justice in the broader civic community.

a) The board and management of Catholic Charities of the Archdiocese of Newark are expected to adhere to the values of social justice and equality in the development and implementation of Catholic Charities of the Archdiocese of Newark's policies and procedures.

b) Catholic Charities of the Archdiocese of Newark will encourage staff and volunteers to engage in advocacy for social justice and will provide them with materials and tools based on Catholic social teaching to assist them in these advocacy efforts.

c) Catholic Charities of the Archdiocese of Newark is expected to work to engage local church communities, at both the parish and diocesan level, to engage in the work of advocacy.

5.02 Staff Participation

Catholic Charities of the Archdiocese of Newark is expected to encourage its staff to be involved proactively in the broader community in efforts to promote social justice that are consistent with the values and principles of Catholic social teaching.

5.03 Coalition Building

Catholic Charities of the Archdiocese of Newark will participate in coalitions designed to improve overall conditions and services for clients and for other vulnerable members of the community, recognizing that such coalitions are necessary in a pluralistic society if social problems are to be effectively addressed.

6. Resource Development/Funders/Investments

6.01 Public and Private Contractors

In entering into contract arrangements for the provision of services:

a) Catholic Charities of the Archdiocese of Newark is expected to provide reasonable services for realistic costs.

b) Catholic Charities of the Archdiocese of Newark is expected to assure that all contracts are consistent with agency mission.

c) Catholic Charities of the Archdiocese of Newark is expected to ensure that contract agreements allow for fair and reasonable salaries for staff.

d) Catholic Charities of the Archdiocese of Newark is expected to undertake contracts that are focused on meeting the needs of clients.

6.02 Foundations/Corporations/Grant Making Bodies

a) Catholic Charities of the Archdiocese of Newark is expected to research funding sources to assure that they do not support activities that are in opposition to Catholic moral or social teaching. Further, in seeking funding, Catholic Charities of the Archdiocese of Newark is expected to review funding sources and their requirements to ensure acceptance of such funds does not force Catholic Charities of the Archdiocese of Newark to act against its moral values.

b) Catholic Charities of the Archdiocese of Newark is expected to disclose any potential or actual conflicts of interest; such disclosure neither precludes nor implies the existence of ethical impropriety.

c) Catholic Charities of the Archdiocese of Newark is expected to comply with all appropriate reporting mechanisms required by these funding sources.

d) Catholic Charities of the Archdiocese of Newark board and management staff are expected to establish written agreements with any outside contracting entity and to oversee the performance of those contracts.

6.03 Fundraising and Marketing Activities

a) Catholic Charities of the Archdiocese of Newark is expected to ensure that all marketing and solicitation materials truthfully represent Catholic Charities of the Archdiocese of Newark, its mission and the use of solicited funds.

b) Catholic Charities of the Archdiocese of Newark is expected to take all appropriate steps to assure that no clients are exploited in the fundraising or marketing process.

c) Catholic Charities of the Archdiocese of Newark is expected to maintain all appropriate accounting segregation processes for restricted donated funds, to ensure that these funds are used for the purposes for which they were given.

- d) Catholic Charities of the Archdiocese of Newark is expected to obtain explicit consent by the donor(s) before altering the use of restricted funds.
- e) Catholic Charities of the Archdiocese of Newark is expected to give respect and gratitude to any and all contributors, regardless of the amount of their gifts.
- f) Catholic Charities of the Archdiocese of Newark is expected to be transparent in its accounting and recording of any and all donated/solicited funds.
- g) Catholic Charities of the Archdiocese of Newark is expected to analyze the reasonableness of marketing and development costs in relation to dollars raised.
- h) Catholic Charities of the Archdiocese of Newark is expected to ensure that development/fundraising staff does not accept compensation that is based on a percentage of the funds raised or accept finders' fees.
- i) Catholic Charities of the Archdiocese of Newark is expected to raise funds in accordance with applicable local, state and federal requirements and to register all fundraising activities with appropriate administrative authorities.

6.04 Investments

Catholic Charities of the Archdiocese of Newark is expected to ensure that any and all investment instruments used by Catholic Charities of the Archdiocese of Newark are screened for their consistency with Catholic moral and social teaching.