



MILIEU

Family Services Inc.
Children & Family Services Inc.

Code of Ethics

PREAMBLE

Milieu Family Services and Milieu Children & Family Services are committed to the provision of community-based services, advocacy, and support for individuals with disabilities, youth, and families.

We believe that each individual has the right to those services, which will enable him or her to participate, to the greatest extent possible, in the same activities of daily life as any other person. We further believe that other rights – to liberty, personal freedom, dignity and meaningful life – can be enhanced and protected by ensuring that individuals have strongly dedicated personnel, family, and service delivery support systems in place.

We believe all Milieu employees and volunteers are privileged to be involved in the lives of individuals who have a disability or youth in care and of their families, with the goal of ensuring the individuals' rights are supported and enabled. When individuals accept the role of Milieu employee or volunteer, and the delegated responsibility inherent in that role, they publicly acknowledge having the professional responsibilities that accompany that role. Milieu and the self-advocates and youth served, therefore, have legitimate expectations about the nature of involvement as it occurs in professional/self-advocate/youth/family relationships, in the management and administration of those providing support, and in the policy decision-making. Because of their special knowledge and responsibility, all professionals and volunteers are inherently in a position of power, through unequal relationships with the youth and self-advocates. The power of Milieu employees and volunteers is particularly daunting because, in most cases, those who are supported and their families have no alternative choices in seeking the necessary professional/self-advocate relationship. These self-advocates, youth, legal representatives, and families must be able to trust that Milieu employees and volunteers are working with the self-advocates' and youths' interests in mind with no element of disrespect or personal bias. Milieu employees and volunteers must behave in such a manner as to ensure that their delegated responsibility/authority is exercised appropriately and that the self-advocates and youth served perceive their use of the position as appropriate.

Milieu employee and volunteer responsibilities to self-advocates are grounded in a legal trust relationship with its promise of conscientious involvement in the lives of those less powerful. This type of relationship entails certain responsibilities based on the values of respect for persons, individual self-determination, individualized intervention, competence, loyalty, diligence, honesty, promise keeping and confidentiality. Milieu employees' and volunteers' responsibilities to colleagues, persons supported, families, and the community social services field are rooted in many of the same values of respect, honesty, commitment, loyalty, as well as in the values of accepting the responsibility for one's actions and their consequences and holding professional behavior to a standard higher than self-interest.

The term self-advocate or youth refers to an individual served, a family member, or family unit as a whole, who receive professional support, advocacy and/or programming services from Milieu or through an agency with which Milieu has a formal relationship. The first responsibility of Milieu employees and volunteers is to the self-advocate and/or youth served.

This code of ethics sets forth ethical principals that should be considered by Milieu employees and volunteers whenever ethical judgment must be exercised in specific situations and which should become habitual guides to daily conduct. It sets standards of behavior to be adhered to in relationships between professionals and self-advocates, youth served, colleagues, families, and the community social services field. Its purpose is to assist in identifying the many and often competing values and responsibilities present



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in practice issues so that appropriate consideration is given to each value and responsibility in the decision-making process.

It is understood that ethical judgments are made by individuals who bring their personal values, culture, and experiences to the decision-making process. By making public the values and ethical standards shared by the employees and volunteers of Milieu, this code will assist in making ethical decisions more consistent and objective and will reinforce our accountability to the Agency and to those individuals with whom we have professional relationships.

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CODE OF CONDUCT



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1. GENERAL RESPONSIBILITIES

A) Integrity

Milieu employees and volunteers should carry out their professional responsibilities with integrity, treating those with whom they have professional relationships in a dignified, respectful, honest, and fair manner.

B) Propriety

Milieu employees and volunteers should maintain high standards of personal moral conduct when engaged in professional activity. Personal standards and conduct are private matters except when such conduct may compromise professional responsibilities or reduce public confidence in the social services field. Theft or attempted theft by an employee may result in the immediate dismissal and he/she may be reported to the local police authority. Where an employee is suspected of stealing, he/she may be suspended pending further investigation. Milieu has a no reprisal approach for persons who report actions of theft, waste, fraud, and abuse. The time frame for investigation for these allegations is 48 hours after the report is made.

C) Competence

Milieu employees and volunteers should:

- Provide services only within the boundaries of their competence based on their education, training, and professional experience.
- Accurately represent their qualifications, educational background, and professional credentials.
- Be aware of current professional information and take advantage of continuing professional education in order to maintain a high level of competence.

D) Avoiding Harm

Milieu employees and volunteers should act in the best interest of those toward whom they have professional responsibilities. It is understood, however, that choices must often be made from among competing values and responsibilities resulting in some values being given priority over others.

Milieu employees and volunteers should:

- Promote the welfare of those toward whom they have professional responsibilities.
- Avoid harming those toward whom they have professional responsibilities.
- Minimize harm when it is unavoidable.

E) Non-Discrimination

Milieu employees and volunteers should:

- Not engage in and should act to prevent discriminatory behavior on any basis proscribed by law.
- Where personal or cultural differences could significantly affect involvement with a particular individual or group, seek and obtain supervision and training necessary to ensure that their involvement is unbiased, competent, and culturally appropriate.

F) Personal or Sexual Harassment



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Milieu employees and volunteers should not engage in and should act to prevent sexual or personal harassment.

G) Conflict of Interest

Multiple Relationships:

- Milieu employees and volunteers should take into consideration the potential harm that intimate, social or other nonprofessional contacts and relationships with self-advocates, family members, and colleagues could have on those with whom they have professional relationships and on their professional objective judgment and performance.
- It is imperative that Milieu employees and volunteers understand proper boundaries and observe them.
- Milieu employees and volunteers should avoid any conduct that would lead a reasonable person to conclude that they might be biased or motivated by personal interest in the performance or duties.
- Whenever feasible, Milieu employees and volunteers should avoid professional relationships when preexisting nonprofessional relationships are present.
- Milieu employees and volunteers should discuss past, existing, and potential multiple relationships with their appropriate superiors and resolve them in a manner that avoids harming and/or exploiting affected persons.
- Milieu employees and volunteers who are also privately providing support to a person(s) with a developmental disability and/or youth should disclose and have ongoing discussions regarding these dual roles with their appropriate superior in order to prevent conflicts of interest, abuse of power, or the suggestion of impropriety in carrying out professional activities.
- Milieu employees and volunteers must avoid the purchase of goods or services for the Agency in which the employee or his or her family has a financial interest or may directly benefit.
- Milieu employees and volunteers must avoid situations which could impair the employee's ability to act in the Agency's interest.
- Milieu employees must not engage in a manager / employee relationship between family members.
- Milieu employees and volunteers must not enter into competition for contracts or business that is within the sphere of service provided by the Agency.
- Milieu should never engage in contractual activities that with person when there is no signed contract in place.
- Milieu contractors should not engage in paid contract work outside of a signed contract between both parties.
- Milieu employees and volunteers should never engage in actions that would compromise or undermine the trust which the public places in the Agency.
- Milieu employees and volunteers should never accept a gift, money, or gratuities for the participation in activities or the delivery of the supports provided to the person served or family.

Private Interests:

- Milieu employees and volunteers should not allow their private interests, whether use of personal property, personal fundraising, enhanced personal relationships, financial, religious, or of any other sort, to conflict or appear to conflict with their professional duties and responsibilities. Any conduct that would lead a reasonable person to conclude that the community social service professional might be biased or motivated by personal gain, religious belief or private interest in the performance of duties should be avoided.
- Milieu employees and volunteers should avoid professional matters where they have a private financial, religious or personal interest. If a situation arises where such a conflict may exist,



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Milieu employees and volunteers should consult with an appropriate superior and take steps to eliminate any potential or real conflict.

- Milieu employees and volunteers shall never conduct personal business or personal fundraising on Agency time.
- Milieu employees and volunteers shall never sell goods or services to an individual they are supporting.
- Milieu employees and volunteers must never be of receipt of gifts, monies, gratuities, loans, or special favours that are provided by a person whom services are being delivered.

H) Personal Problems

Milieu employees and volunteers should:

- Not perform professional activities when they know or should know that personal problems, mental health problems, or substance abuse could impede professional judgment and performance.
- When such problems could interfere with performance, consider obtaining appropriate professional help and determine, along with their appropriate superior, whether they should limit, suspend or terminate their professional duties.

I) Documentation of Professional Work

Milieu employees and volunteers should accurately and truthfully document their professional work according to the Agency policy and/or legal requirements. Witnessing of documents must be done truthfully with the witnessing person present, in order to ensure accountability and continuity in the provision of services to self-advocates, youth, and families.

2. RESPONSIBILITIES TO INDIVIDUALS SERVED

The self-advocate and youth are an individual, family member, or family who is receiving professional support, advocacy and/or programming services from Milieu or through an agency with which Milieu has a formal relationship. The first responsibility of Milieu employees and volunteers is to the self-advocate, youth, and family.

A) Vulnerability

Milieu employees and volunteers recognize the vulnerability of the self-advocates, youth, and families and the serious responsibilities associated with involvement in their lives. The behavior of employees and volunteers should reflect the emphasis placed by the community social services field on professional trustworthiness and on the values of respect for persons, individual self-determination, individualized intervention, competence, loyalty, diligence, honesty, promise keeping, and confidentiality. Employees shall never utilize a self-advocate, youth, or family's home premises, support services, equipment, or supplies to which the employee has access by virtue of their employment for their own self gain or personal use.

B) Self-Determination

While the relationship between the Milieu employee/volunteer and the self-advocate, youth and family often results from limited options available to the individual served, this does not eliminate the person's rights to self-determination. Individual's self-determination refers to the person's right to make self-determined choices and to freely act upon those choices without undue influence or



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coercion. It also refers to the individual's right to receive information necessary to make self-determined choice.

Milieu employees and volunteers should:

- Evaluate the decision – making capacity of all self-advocates, youth and family and reevaluate appropriately as circumstances change.
- Ensure that all self-advocates, youth, and family (whatever their level of ability), have the opportunity to make self-determined choices according to their level of understanding and decision-making capacity.
- Ensure activities and engagement of the organization in advocacy efforts of persons served.
- Ensure that self-advocates, youth served, and families have available to them all of the information necessary to make self-determined decisions.
- Ensure that self-advocates, youth served, and families have the opportunity to make self-determined choices from among the options available to them free from external coercion.
- Ensure that psychological constraints to self-determination decision-making are addressed and, if possible, eliminated or reduced so that self-determination is enhanced.

C) Informed Consent

Informed consent emanates from the principal of individual self-determination. It promotes decision-making by the self-advocate, youth served and family after complete and accurate information regarding the nature of the professional's involvement and the possible consequences of that intervention have been fully discussed. Milieu employees and volunteers have the responsibility to engage in this process with self-advocates, youth and families who have options to consider and decisions to make about activities in which they will engage or interventions the professional will perform.

Milieu employees and volunteers should:

- Inform self-advocates, youth, and families as soon as feasible and in language that is understandable about the nature of the professional relationship, the intention of the professional involvement, the professional's responsibility, and that it is the individual's right to make the final decisions about all activities and interventions.
- Ensure self-advocates, youth, and families take an informed part, to the limit of their ability, in the design of the care plan, in its ongoing development and in the day-to-day management of the plan.
- Obtain permission for intervention from a legally authorized person when a self-advocate and/or youth is legally incapable of giving informed consent.
- Seek assent for intervention from individuals who are capable of giving an informed consent, giving due consideration to the self-advocates' and youths' preferences in pursuing their best interests.
- Employees are not to act as a witness on any information documents on behalf of a person served unless they are certain that the individual understands the information they are consenting to.

D) Confidentiality

Milieu employees and volunteers should:

- Respect the confidentiality rights of self-advocates, youth, families and those with whom they work or consult. Confidential information should be used only for professional purposes and shared only with authorized parties.



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- Be familiar with all relevant confidentiality requirements and limitations found in federal and provincial laws and agency rules that apply.
- Inform self-advocates, youth, and families of all relevant confidentiality requirements and limitations.

E) Intimate or Sexual Relations

Milieu employees and volunteers are in inherently unequal relationships with self-advocates and youth creating the potential for abuse of power. In professional/self-advocate & professional/youth relationships there is a special potential for harm and exploitation of vulnerable self-advocates by Milieu employees and volunteers.

Milieu employees and volunteers should:

- Not engage in intimate or sexual activities with self-advocates, youth or family members receiving professional supports.
- Not accept, as self-advocates and family members served, persons with whom they have previously engaged in intimate or sexual activities.
- Not engage in intimate or sexual activities with former self-advocates or family members who have received service for a period of at least two years after the termination of the professional relationship. Because sexual intimacies with self-advocates and of age family members are potentially harmful to the person receiving supports, Milieu employees and volunteers who do engage in sexual intimacies after a two-year period following termination of professional involvement are responsible for demonstrating that no exploitation is taking place.
- Not engage in intimate or sexual activities with self-advocates and/or youth who were minors during the professional relationship for a period of at least two years after the self-advocate has reached the age of 21. Because sexual intimacies with self-advocates and youth are potentially harmful to the self-advocate and youth, Milieu employees and volunteers who do engage in sexual intimacies after this two-year period following the self-advocates' and youths' reaching the age of 21 are responsible for demonstrating that no exploitation is taking place.
- If still employed in the field, consult with their superior before initiating with a self-advocate and youth a relationship that has the potential for becoming intimate to help ensure that no exploitation will take place. Community social services workers who leave the field continue to have the responsibility for considering the potential for exploitation and harm in relationships with self-advocates, youth served and their families.
- Not engage in intimate or sexual activity with self-advocates, youth, relatives or with other individuals with whom self-advocates and/or youth maintain a close personal relationship, since such behavior has the potential of being harmful to the self-advocate and/or youth.

F) Termination of Services

Milieu employees and volunteers should not abandon self-advocates and youth served. Community social services professionals should continue appropriate involvement with self-advocates, youth, and/or family until intervention is no longer required to meet the needs of the person or is no longer appropriate. At that time, intervention is terminated.

Milieu employees and volunteers should:

- Promptly notify self-advocates, youth, and/or family members when termination or interruption of services is anticipated.
- Prior to termination, for whatever reasons, provide appropriate time for pre-termination discussion and take steps to facilitate transfer of the relationship and responsibility to another colleague or provider of services if further involvement is still required.



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- Request the transfer of case to another professional when compelling reasons prevent successful professional involvement.
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3. RESPONSIBILITIES TO COLLEAGUES

Milieu employees and volunteers have a responsibility to participate as full members of the team by modeling the vision, mission, values, and philosophy of the Agency and the team values that the Agency espouses. Milieu employees and volunteers should act with integrity in their relationships with their colleagues, treating them with respect, honesty, and fairness and accepting their right to hold values and beliefs that differ from their own.

A) Leadership

Milieu employees and volunteers should model the vision, mission, values, and philosophy to those with whom they work and to the community.

B) Responsibility and Integrity

Milieu employees and volunteers should:

- Participate as full members of the team, contributing their knowledge and understanding in a comprehensive manner.
- Ensure that the team assigns proper responsibility and timelines for all tasks to which the team commits.
- Ensure they follow through, on time, with all commitments.
- Take initiative to undertake new tasks, exercising their creativity on a daily basis.

C) Respect

Milieu employees and volunteers should:

- Act with integrity in their relationships with their colleagues, treating them with respect, honesty, and fairness and accepting their right to hold values and beliefs that differ from their own.
- Recognize the value of their own work and that of others and respect one another's priorities.
- Extend to colleagues of other agencies the same respect, honesty, fairness, and cooperation that is extended to colleagues in their own agencies.

D) Teamwork

Milieu employees and volunteers should:

- Recognize the contributions and successes of others.
- Cooperate with fellow staff members and support their efforts.
- Support Milieu decisions and strategic objectives.
- Refrain from taking themselves too seriously – employees should have fun.

E) Creativity

Milieu employees and volunteers should:

- Encourage thinking “outside the box.”
- Encourage discussion around points of disagreement or uncertainty.
- Challenge the status quo.
- Envision possibilities.



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- Allow themselves to experiment, fail, and try again.

F) Outside Professional Associations

Many employees and volunteers also belong to professional associations based on their training and/or certification. All employees or volunteers with such membership should abide by the code of ethics of their association except when there is a conflict between that code and this one. In the event of such a conflict the employee should speak to their Manager/Coordinator and/or the Executive Director to receive guidance.

G) Overall Team Responsibility

All team members have a responsibility to hold each other responsible for these team values.

4. RESPONSIBILITIES TO FAMILIES

The community social services field considers the role of the family in the life of the individual as having priority, to the extent the individual wishes and is safe to do so, over that of others who provide support. Families are often the bridge between the individual and the community. Therefore, Milieu employees and volunteers should treat families with respect, fairness, honesty, and cooperation. Family members should be consulted about their desire to participate in planning with and for the individual to the extent that the individual consents and legally allowable.

Milieu employees and volunteers should:

- Not engage in sexual activities with family members with whom they are presently working.
 - Consult with their appropriate superiors when initiating a potentially intimate relationship with a family member or if they have had an intimate relationship with a person who will now be working with them. These types of situations should be resolved in a manner that avoids harming and/or exploiting all affected persons.
 - With the consent of the self-advocate/youth served and legally allowed, invite family members to participate in the planning process for each person supported.
 - With the youth and self-advocate's consent, encourage and facilitate family members and/or legal guardians to participate in the implementation of any personal plan for the individual.
 - With the self-advocate and/ or youth's consent and when safe and legally appropriate, encourage and facilitate family members to have a full and fruitful relationship with the individual.
 - Ensure personnel and volunteers promote and facilitate advocacy efforts for persons served in the promotion of rights and responsibilities, informed consent, and refusal.
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5. RESPONSIBILITIES IN SUPERVISION

Milieu managers, as members of management, recognize that their primary responsibility is to implement the policies and practices of the Agency so that the best possible services are delivered to self-advocates, youth, and families. These managers also recognize their responsibilities to their supervisees, treating them with respect, fairness, and honesty; offering the professional support necessary to sustain the supervisees' continued motivated work; and providing a work environment that encourages ethical behavior. Supervisors educate employees and volunteers in the organization's Ethical Code of Conduct.

A) Personal Integrity



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Managers should:

- Not use their position of authority to exploit their supervisees in any way.
- Not engage in sexual activities with current supervisees.
- Accept responsibility for their own decisions and the consequences of those decisions.
- Accept that they also have a high level of responsibility for their decisions made by their supervisees and accept appropriate responsibility for those decisions.

B) Management Responsibilities – Organizational Human Resources

Milieu managers should:

- Engage in ethical Human Resource practices that include, apprising supervisees of current professional information and encourage supervisees to take advantage of continuing professional education in order to maintain a high level of competence.
- Communicate, explain, and apply legislation, Milieu policies, and administrative decisions necessary for them and for their supervisees to perform their work competently.
- Act as advocates for their supervisees by appraising upper management of problems that impede or prevent them from efficiently and effectively performing their duties. They should also suggest appropriate changes in policy and procedure.
- Provide necessary training and guidance when supervisees' personal or cultural differences could result in biased or discriminatory professional intervention with a particular individual or group.
- Consult with supervisees and help with remedial action if they have knowledge of the supervisees' impairment due to personal problems, mental health problems, or substance abuse.
- Evaluate supervisees fairly according to labor standards, collective agreements, and objectively on clearly stated criteria documented in policies and procedures, sharing opinions about the supervisees' performance in an ongoing manner.
- Take appropriate steps to terminate employment of supervisees who are not competent and are not likely to become competent.
- Educate personnel, volunteers, and other stakeholders specifically in Milieu's Ethical Code of Conduct.

6. RESPONSIBILITIES IN ADMINISTRATION

Milieu administrators recognize that, although each community social services professional is responsible for his/her ethical behavior, the Agency is responsible for the environment in which ethical judgments are analyzed and applied. Milieu has stringent Human Resources practices including, internal hiring practices which are complied in conjunction with BC Labour Code and BCGEU, and the set regulations by BC Health Authority, Ministry of Children & Family Development (MCFD), Vancouver Aboriginal Services Society, and Community Living British Columbia (CLBC). Milieu administrators should nurture and model organizational norms that encourage and reward the ethical behavior for which the Agency holds the community social services field accountable.

A) Personal Integrity

Milieu administrators should:

- Treat each self-advocate, youth, family, colleague, and employee with respect.
- Maintain truthfulness and honesty and not compromise them for advancement, recognition, or personal gain.
- Take responsibility for their own decisions and behavior.



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- Conduct official acts without partisanship.

B) Corporate Citizenship

Milieu administrators should:

- Exercise their discretionary authority to promote the values of the community social services field.
- Account for and develop efficient and value-orientated practices in the use of publically funded resources.
- Respond to the public in ways that are complete, truthful, clear, and easy to understand.
- Understand and apply legislation and regulations relevant to their professional role.
- Advocate for the persons and families served.

C) Organization

Milieu administrators should:

- Enhance organizational capacity for open communication, creativity, efficiency, and dedication.
- Subordinate institutional loyalties to the public good.
- Establish procedures that promote ethical behavior and hold individuals and organizations accountable for their conduct.
- Educate personnel, volunteers, and other stakeholders specifically in Milieu's Ethical Code of Conduct.
- Provide organization members with a working environment that permits frank discussion and criticism of agency operations and with an administrative means for dissent, assurance of due process, and safeguards against reprisal.
- Promote organizational accountability through appropriate controls and procedures.
- Maintain a high level of competence and provide support to upgrade competence throughout the organization.
- Consider the impact of organizational activities on persons served, personnel, other stakeholders and the environment.

D) Business

- Work to improve and change laws and policies that are counter-productive or obsolete.
- Prevent all forms of mismanagement of funds by establishing and maintaining strong fiscal and management controls, and by supporting audits and investigative activities.
- Ensure policies and procedures that protect the people it serves and its assets including suspects of stealing of time, money, fraud, waste, other wrong doings such as, reports of abuse with a time frame for investigation for these allegations is 48 hours after report is made.
- No reprisal approach for persons who report actions of theft, waste, fraud, and abuse.
- Engage in marketing that is fair and promotes integrity in both community and business relations. Refrain from falsely marketing services or supports that cannot be delivered by the mandate of the Agency.
- Strive to enhance the quality of the workplace by being friendly and thoughtful to all.
- Extend to members of other professions the same respect, honesty, fairness, and cooperation that is extended to Milieu colleagues referred to above.

7. RESPONSIBILITIES IN RESEARCH

Any research performed by Milieu employees and volunteers should be rigorous and relevant to the delivery of services, the outcomes of interventions, and policy formation in the community social services field.



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Milieu employees and volunteers should:

- Protect the rights and welfare of research subjects, treating them with respect and dignity, and protecting them from harm, danger, unnecessary discomfort, and ethnic and/or social discrimination.
 - Obtain informed consent from their prospective subjects, after explaining in language that is understandable to them, the nature of the research; its possible risks, benefits, and consequences; alternative approaches; confidentiality rights; and the voluntary nature of participation with no penalty for refusing to participate or choosing to withdraw at a later date. Community social services professionals should answer any and all questions the prospective subject asks.
 - When the prospective subject is not legally capable of giving informed consent, give an appropriate explanation of the research, obtain assent when appropriate, and obtain informed consent from a legally authorized representative.
 - Conduct research according to accepted standards of professional competence, federal and provincial law and regulations, agency policy, and accreditation requirements.
 - Obtain the approval of the Executive Director before initiating research.
 - Report the findings of their research truthfully and competently. They should work to prevent misuse and distortion of their research findings.
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8. RESPONSIBILITIES TO THE COMMUNITY SOCIAL SERVICES FIELD

Milieu employees and volunteers should:

- Perform their duties in a competent, honest, diligent manner to ensure Agency's continuing trust in the community social services field.
 - Broaden the knowledge base of the community social services field.
 - Critically examine policies and advocate appropriate change.
 - Take appropriate action against unethical conduct by any member of the community social services field.
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9. RESPONSIBILITIES TO MILIEU

Milieu employees and volunteers should apply the values and specialized knowledge of the community social services field and should work to increase public awareness of those values in order to promote general welfare of the people we serve.

10. RESPONSIBILITIES IN ETHICAL DECISION-MAKING

Milieu employees and volunteers should:

- Have a duty to be familiar with this Code of Ethics and to consider which ethical principals apply in each practice decision.
- Follow applicable ethical principles in each practice decision. If there is a conflict between two or more ethical principles and/or responsibilities in a particular case, Milieu employees and volunteers should consult with superiors and colleagues knowledgeable in ethics issues, or with the Executive Director, in choosing a proper course of action.
- If the demands of an agency with which Milieu is affiliated with conflict with this Code of Ethics, Milieu employees and volunteers should clarify the nature of the conflict, make known their commitment to the Code, and seek to resolve the conflict in a way that permits fullest adherence to the Code. Milieu employees and volunteers who observe a violation of this Code by a colleague should bring the issue to the attention of the colleague if an informal resolution appears appropriate. If the issue cannot be



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informally resolved, Milieu employees and volunteers should refer it to appropriate superiors and/or to the Executive Director.