

LOCAL PROGRAM STANDARDS AT A GLANCE

(NONPROFITS)

STANDARD 1 – CORE MODEL, MISSION AND VISION

CASA/GAL programs adhere to and advance the CASA/GAL mission and vision for court-appointed volunteer best-interest advocacy for all eligible children/youth, and work to strengthen and support families through the implementation of the *National CASA/GAL Core Model*. [Click here to jump to Standard 1.](#)

STANDARD 2 – VALUES

CASA/GAL entities embody and exhibit these common set of CASA/GAL values that guide all conduct, engagements, interactions, communications, and practices. Program volunteer advocates, staff and nonprofit governing board members demonstrate and promote the following CASA/GAL values: [set out in standard 2]. [Click here to jump to Standard 2](#)

STANDARD 3 – INDIVIDUALIZED, RELEVANT SERVICE

CASA/GAL entities commit to leveraging the insights, skills and strengths of our volunteer advocates, staff, board members and partners to inform individualized, relevant service that advances best-interest advocacy and optimal outcomes for each child/youth and family involved in judicial proceedings related to abuse or neglect. [Click here to jump to Standard 3.](#)

STANDARD 4 – ETHICAL CONDUCT AND CONFIDENTIALITY

Upholds the credibility, integrity, dignity and reliability of CASA/GAL advocacy by conducting all interactions in an honest, fair, respectful and compassionate manner. The program incorporates policies and practices to avoid conflicts of interest and preserve confidentiality. [Click here to jump to Standard 4.](#)

STANDARD 5 – GOVERNANCE AND ADMINISTRATION

Oversees and ensures compliance with applicable laws, regulations, fiduciary obligations, written agreements, standards and financial sustainability of the program. [Click here to jump to Standard 5.](#)

STANDARD 6 – MANAGEMENT AND FUNDING

Demonstrates mission-oriented leadership in operations management and is a responsible steward of all resources in order to maximize advocacy for children who are eligible for and in need of a CASA/GAL volunteer. [Click here to jump to Standard 6.](#)

STANDARD 7 – HUMAN RESOURCES

Follows written policies for recruiting, screening, training, supervising, evaluating and developing staff that advances the CASA/GAL mission. [Click here to jump to Standard 7.](#)

STANDARD 8 – VOLUNTEER ADMINISTRATION

Follows written policies for recruiting, screening, training, supporting, supervising, recognizing and retaining volunteers to fulfill the role and duties of court-appointed special advocates/ guardians ad litem, in accordance with applicable laws, rules, regulations and standards. [Click here to jump to Standard 8.](#)

STANDARD 9 – PUBLIC EDUCATION AND ENGAGEMENT

Communicates and actively engages with stakeholders and the general public to provide information and build support for the CASA/GAL mission and the needs of children who are involved in judicial proceedings related to neglect or abuse. [Click here to jump to Standard 9.](#)

STANDARD 10 – DATA AND RECORDS

Compiles, maintains, manages and reports quality data and information in accordance with applicable laws, policies and/or standards. The program maintains complete, accurate and current case records and volunteer files. [Click here to jump to Standard 10.](#)

STANDARD 11 – NATIONAL CASA/GAL MEMBERSHIP

The National CASA/GAL Association Board of Trustees determines new and continued membership in and with the national association and must approve all expansions, mergers, governance changes and name changes, consistent with National CASA/GAL Association standards, policies and protocols. The National CASA/GAL Association Board of Trustees establishes the membership categories, criteria and requirements for all affiliations with the National CASA/GAL Association.

Members of the National CASA/GAL Association operate in compliance with this membership standard and carry out the duties and responsibilities outlined in the designated membership category. The following are required for CASA/GAL state, local, Tribal program and auxiliary membership. [Set out in Standard 11.] [Click here to jump to Standard 11.](#)

GLOSSARY

[Click here to jump to the glossary](#)

STANDARDS FOR LOCAL CASA/GAL PROGRAMS

(NONPROFITS)

The National CASA/GAL Association reserves the right to review, revise and update the *Standards for Local CASA/GAL Programs* as necessary.

Applicable statutes, law, Tribal law, court rules and regulations take precedence. Please notify the National CASA/GAL Association about any conflicts or irresolvable obstacles preventing full alignment with these standards by emailing LPQR@nationalcasagal.org.

STANDARD 1 – CORE MODEL, MISSION AND VISION

CASA/GAL programs adhere to and advance the CASA/GAL mission and vision for court-appointed volunteer best-interest advocacy for all eligible children/youth, and work to strengthen and support families through the implementation of the *National CASA/GAL Core Model*.

Elements of Practice

- A. CASA/GAL advocacy is grounded in the knowledge that children grow and thrive in strong, stable permanent families, understanding the need for cultural humility and trauma-informed practices, with a commitment to family preservation, reunification and permanence.
 - 1) CASA/GAL community volunteer advocates:
 - a. Are thoroughly screened per National CASA/GAL Association standards prior to and regularly throughout their service.
 - b. Are trained in the National CASA/GAL research-informed pre-service curricula according to National CASA/GAL training and facilitation standards and engage in continual learning and development.
 - c. Are supervised and supported by program staff or peer in accordance with National CASA/GAL standards.
 - d. Meet in-person with the child/youth every thirty (30) days at a minimum.
 - e. Advocate for the best interests of children/youth by:
 - i. Gathering information from and collaborating with the child/youth, the child's/youth's family, professionals and others with relevant information about the child/youth.
 - ii. Assessing and identifying risks to inform needs for services and supports for the child/youth and family.
 - iii. Providing up-to-date, fact-based information and/or recommendations to the court to help the judicial officer make the most well-informed decisions.
 - iv. Providing the child's/youth's wishes to the court.
 - v. Providing active advocacy and attending court hearings until directed otherwise by the court or released by the program.
 - 2) CASA/GAL programs are appointed and sanctioned by the court to serve children/youth:
 - a. Who are involved in judicial proceedings related to abuse or neglect as defined by relevant child welfare laws.
 - b. Living at home or in out-of-home care.
 - c. From birth through the age defined by state law, Tribal law or court rule as the limit to youth remaining in care.
 - d. Through supervision and support of CASA/GAL volunteer advocates and/or peers.
 - e. Through active advocacy until directed otherwise or released by the court.
 - 3) CASA/GAL programs develop and incorporate strategies and practices to strengthen and support families by understanding and embodying these guiding principles:
 - a. Family preservation and reunification are key components of CASA/GAL best-interest advocacy and are foundational to the well-being of children/youth with the understanding that children, youth and families experience trauma when separated.
 - b. Children/youth do best within a strong, stable and permanent family whether biological or non-biological, chosen or circumstantial, which connects the

child/youth and parent/caregiver through culture, tradition, shared experiences, emotional commitment and mutual support.

- c. When children/youth are separated from their families, regular contact with their parents/caregivers, siblings, relatives and community is critical.
- d. Working effectively with children and youth in their home as well as in out-of-home care is essential to CASA/GAL best-interest advocacy.
- e. Family-finding strategies are an important element of best-interest advocacy to maintain key relationships for the child/youth.
- f. CASA/GAL best-interest advocacy serves as a protective factor by ensuring a consistent, stable, engaged presence in the child's/youth's life.
- g. When a court determines a child cannot be safely reunified with their family of origin consistent with legal mandates, another permanent placement is in a child's best interests.

B. The program's governing body develops, adopts and advances a written program mission statement. The program's mission is:

- 1) Consistent with the *National CASA/GAL Association Mission* which states:
[National CASA/GAL Association partners] with state and local member programs to support court-appointed volunteers who advocate for a child's best interest and work to strengthen families.
- 2) Reflective of the *Role of a Local Program* which states programs:
[Local CASA/GAL programs] provide a sound organizational framework to recruit, screen, train, supervise, support and retain court appointed special advocates/guardians ad litem.
- 3) Operationalized for decision-making at all levels to guide services, priorities, planning, and volunteer administration.
- 4) Reflected throughout the program's written materials and published on the program's webpage.

C. The program's governing body develops, adopts and advances a written program vision. The program's vision:

- 1) Is consistent with the *National CASA/GAL Vision* which is:
A world where every child thrives in a safe, permanent home.
- 2) Strives to serve all eligible children and youth within the program's service area.
- 3) Envisions all eligible children and youth in the program's service area thriving within a permanent, strong, stable family.
- 4) Reflected throughout the program's written materials and published on the program's webpage.

STANDARD 2 – VALUES

CASA/GAL entities embody and exhibit these common set of CASA/GAL values that guide all conduct, engagements, interactions, communications, and practices. Program volunteer advocates, staff and nonprofit governing board members demonstrate and promote the following CASA/GAL values.

Elements of Practice

- A. It is in a child's best interest to remain with their family of origin when possible and if conditions are safe:

We know separation causes trauma and believe families should receive the resources they need to be reunited and stay together. This includes having children live with relatives and remain with siblings while in care. If they cannot be placed together, it is equally important for children to maintain contact with their siblings, as well as with their parent(s). We advocate for connecting families with services and support that will help them achieve stability.

- B. Partnership and respect are essential to successful collaboration:

Whether we work with member organizations, volunteers, individuals in the child welfare and judicial systems, families, educators or organizations that provide supportive services, we are reliable partners. We commit to integrating a wide range of viewpoints to achieve effective and inspiring solutions.

- C. Individualized, relevant services/practices are foundational to our work:

We respect and value the unique individuality of each child/youth, family, staff person, board member and volunteer. We know that everyone brings their personal experience, insights and strengths to their engagement with us. We strive for advocacy that is unique to each child/youth and family through deep knowledge of the child's/youth's history, needs and wishes. We commit to independent fact-finding and information gathering that is comprehensive for the purpose of pursuing the best outcomes for children/youth and families.

- D. Integrity drives the way we act:

We commit to having responsive, honest and fair interactions that address problems directly. We keep the best interests of children and families at the forefront. We hold ourselves accountable to the highest ethical and professional conduct.

- E. Empathy is essential:

We put ourselves in a position to work alongside others on their journeys with dignity, and we aim to better understand their perspectives. We respect the effort, time and care others are already putting into this important work and recognize the privilege we are afforded to be part of children's/youth's and families' lives. No one should be defined by their situation or circumstances, and we strive to appreciate every person fully for who they are.

- F. Positive impact and outcomes are the true measures of success:

In all of our work, we want our decisions and efforts to result in fewer children coming into or remaining in the child welfare system. We want to ensure that every child has the

opportunity to thrive. And we will use all of the tools, data and resources available to inform our practices and improve outcomes for children and families.

STANDARD 3 – INDIVIDUALIZED AND RELEVANT SERVICE

CASA/GAL entities commit to leveraging the insights, skills and strengths of our volunteer advocates, staff, board members and partners to inform individualized, relevant service that advances best-interest advocacy and optimal outcomes for each child/youth and family involved in judicial proceedings related to abuse or neglect.

Elements of Practice

- A. Best interest advocacy requires comprehensive understanding of each child's/youth's history, needs and wishes.
 - 1) Parents and all parties relevant to CASA/GAL appointments from the court are valued for their unique perspectives, insights and contributions toward assessing the child's/youth's best interests.
 - 2) CASA/GAL entities identify and leverage the strengths of each family member, staff person, volunteer and board member for optimal outcomes.
 - 3) CASA/GAL entities facilitate access to learning opportunities to develop an entity-wide strengths-based lens for best-interest advocacy.
- B. CASA/GAL entities work to ensure staff, volunteers and governing board members have a range of skill sets, experiences and abilities to meet the needs of the children/youth served, and to continually strengthen the CASA/GAL entity.
 - 1) The CASA/GAL entity's written strategic plan includes recruitment goals for staff, volunteers and board members that:
 - a. Address the needs of the children/youth served for the relevant service area
 - b. Support family preservation and reunification outcomes
 - c. Maximize efficient operations and practices
 - d. Elevate and amplify all resources to prioritize capacity-building to serve all eligible children in the relevant service area
 - 2) CASA/GAL entities engage individuals who can:
 - a. Help the program identify and understand the needs of the children/youth and families served.
 - b. Identify the action steps to address these needs through governance, recruitment, training, supervision, retention, evaluation and advocacy.
 - 3) CASA/GAL entities evaluate their recruitment needs at least annually for their service area.
 - 4) The CASA/GAL entity's strategic plan and/or recruitment plan includes one or more strategies for developing staff, volunteers and board members to continually build a strong collective base of varied skills, abilities and expertise for optimal outcomes for each child/youth, family, as well as the CASA/GAL entity.
 - 5) All recruitment, retention and development strategies and activities comply with applicable laws, statutes, Tribal law, court orders and regulations.

- 6) Local programs leverage resources and supports from the state CASA/GAL organization (if one exists) and the National CASA/GAL Association to advance the CASA/GAL mission.

STANDARD 4 – ETHICAL CONDUCT AND CONFIDENTIALITY

Upholds the credibility, integrity, dignity and reliability of CASA/GAL advocacy by conducting all interactions in an honest, fair, respectful and compassionate manner. The program incorporates policies and practices to avoid conflicts of interest and preserve confidentiality.

Elements of Practice

A. Requires ethical conduct.

- 1) The program establishes policies to govern ethical conduct of its staff, paid consultants, volunteers and governing board.
- 2) The program maintains a written conflict of interest policy approved by the governing board. The conflict of interest policy:
 - a. Is signed annually by staff, paid consultants, and members of the governing board and the program retains this document in the appropriate record or file.
 - b. Identifies and defines conduct and transactions in which a conflict of interest exists or has the potential to exist and warrants disclosure.
 - c. Prohibits staff, paid consultants, volunteers and members of the governing board from having direct or indirect financial interest in the assets, leases, business transactions or professional services of the program.
 - d. Prohibits staff and/or assigned CASA/GAL volunteers from being related to any parties involved in the case or being employed in a position and/or affiliated with an agency that might result in a conflict of interest.
 - e. Identifies other specific conduct or circumstances that constitute a conflict or potential conflict and would therefore be prohibited.
 - f. Requires that the individual involved makes timely disclosure to the program of any conflict or potential for conflict of interest.
 - g. Includes a procedure for recusal from the transaction, case or decision by the individual with the conflict or potential conflict.
 - h. Includes a procedure for dismissal or other appropriate discipline of the individual involved with a conflict in the event said individual fails to disclose the conflict prior to becoming involved in the transaction, case or decision affected by the conflict.
- 3) Although legal counsel may be provided to the program under voluntary auspices on a pro bono basis and a lawyer who offers legal counsel may sit on the program board, the program clarifies these roles in order to keep the two functions separate.
- 4) If active volunteers are members of the governing board, there are processes and procedures in place for handling potential conflicts of interest in relation to human resources and other issues with potential for a conflict of interest.
- 5) The program's staff, volunteers and governing board members must immediately notify the CASA/GAL program of any criminal charges filed against them.

- 6) The program shall promptly refer to National CASA/GAL and the state CASA/GAL organization any credible evidence that a staff person, volunteer, governing board member, contractor, subcontractor, subgrantee or other person affiliated with the program has committed a criminal or civil violation of law pertinent to fraud, conflict of interest, bribery, gratuity, or similar misconduct involving program funds.

B. Maintains confidentiality.

- 1) The program follows written policies and procedures regarding access to, use of, and release of information about the children it serves to ensure that the confidentiality of children and their families is maintained at all times.
- 2) Staff and volunteers respect the child's right to privacy by maintaining confidentiality.
- 3) Volunteers take an oath of confidentiality upon completion of the National CASA/GAL Association pre-service training and sign a statement of confidentiality upon acceptance of each case.
- 4) Staff and members of the governing board sign a statement of confidentiality upon hire or affiliation with the program.
- 5) The program demonstrates its compliance with applicable statutory requirements pertaining to confidentiality of case-related information by ensuring that its policies, procedures and practices are consistent with all applicable laws and regulations.
- 6) Access to records is limited to the court, authorized program staff and others outside the program whose request for access to confidential information is permitted by statute or the court.
- 7) The program has a written policy to protect confidential information of staff, volunteers, governing board and advisory committee members, and donors.
- 8) All confidential electronic and hard copy correspondence, files and records are securely maintained and are readily accessible.

STANDARD 5 – GOVERNANCE AND ADMINISTRATION

Oversees and ensures compliance with applicable laws, regulations, fiduciary obligations, written agreements, standards and financial sustainability of the program.

Elements of Practice

A. Ensures the governing board adheres to its role and responsibilities:

- 1) Ensures program compliance with applicable federal, state and local statutes, court rules, ordinances, executive orders and appropriate regulations.
- 2) Provides the program with access to legal counsel and/or relevant legal expertise to clarify the meaning of laws and regulations governing its program operations and to provide legal counsel as needed to assist in performing the duties assigned to the volunteers by the courts.
- 3) Establishes a written strategic plan with annual operational goals and objectives that is reviewed and evaluated annually.
- 4) Ensures development of and compliance with all policies required by National CASA/GAL.
- 5) To assess the need for updates, the program will review all required policies, plan, protocols and governance documents at least every three (3) years (or more often if required by law, rule, regulation, ordinance, executive order, court order, standards or legislative activities). The reviewer(s) and date of review or update will be recorded on the document.
- 6) Adheres to a whistleblower policy which provides members of the governing board, staff and volunteers a procedure for reporting unethical, inappropriate or illegal activities by members of the governing board, staff or volunteers and such policy affords the reporter protection in making good faith reports about such activities.
- 7) Secures sufficient financial resources and manages resources prudently in order to support the program's provision of services.
- 8) Adopts the program's written budget annually which guides the management of resources based on:
 - a. Funding anticipated during the program year.
 - b. Fixed and incremental costs of operating the program and identification of potentially changing costs.
 - c. Review, approval and documentation of any budget deviations.
- 9) Ensures the program has applicable insurance coverages, such as liability insurance, workers' compensation insurance and directors' and officers' coverage.

- 10) Appoints the executive director, or functional equivalent, and delegates authority and responsibility for program operations, financial management and policy implementation to the executive director.
- 11) Evaluates the performance of the executive director in writing at least annually utilizing written performance criteria.
 - a. Provides for the participation of the executive director in the evaluation process.
 - b. The executive director is given the opportunity to sign the evaluation report, to obtain a copy and to include written comments before the report is entered into the human resources record.
- 12) Establishes a written succession plan for the executive director position. The plan makes provision for the following:
 - a. Designating an interim executive director, if necessary.
 - b. Charging a committee or designee with responsibility for conducting a formal search.
 - c. Identifying and providing resources needed to carry out the search effectively.
 - d. Notifying the state CASA/GAL organization, National CASA/GAL, significant funders, staff and stakeholders promptly.
- 13) Maintains records of every governing board meeting and accurately reports all actions taken by the governing board and includes a summary of the governing board's deliberations. The written record also includes reports of board committees. The written record is prepared in a timely manner and copies are made available to members of the governing board. A master copy of the written record, to include all board meeting minutes, dates, topics or agendas, and attendance records, is kept with the CASA/GAL program's official documents.
- 14) Ensures the program has been granted the legal authority to operate through state or local statutes, executive or judicial order or court rules.
- 15) Ensures the program has a statute or written agreement with the juvenile or family court that defines the case assignment and acceptance process as well as the working relationship between the program and the court.
 - a. The agreement must be reviewed at least once every three (3) years to assess the need for updates.
 - b. The written agreement between the CASA/GAL program and the court must be renewed when there is a change in the judicial leadership or changes in policy, law or local court rules, or program resources that substantially impact the relationship between the program and the court.
 - c. The CASA/GAL program has regular communication with the court in order to evaluate the court's satisfaction with the program and to obtain the court's recommendations for improving the effectiveness of the program.
- 16) Ensures the development of, compliance with, and review of by-laws for programs structured as nonprofits. At a minimum, the by-laws:
 - a. Meet statutory requirements.
 - b. Describe the organizational structure and responsibilities of the governing board.

- c. Establish the mechanisms for selection, rotation and duration of membership, and election of officers.
 - d. Describe terms of board membership.
 - e. Set the minimum number of formal meetings of the full governing board at least four (4) times per calendar year.
 - f. Set the quorum for these meetings of at least a simple majority of the current membership of the governing board.
 - g. Describe standing committees to include executive and finance committees.
- B. Ensures and monitors screening of all staff, volunteers and members of the governing board as follows:
 - 1) Obtains a completed written application from each prospective staff person, volunteer or governing board member containing information about educational background, training, employment history and experience working with children.
 - 2) Obtains the names of three (3) or more references that are unrelated to the applicant.
 - 3) Obtains written authorization and information for the program and other appropriate agencies to secure and secures a background check on each prospective staff person, volunteer and governing board member initially and at least every four (4) years if there are no Rap Back services to include:
 - a. Criminal records from the court jurisdiction in which the applicant currently resides and works.
 - b. State criminal records.
 - c. FBI or other national criminal database.
 - d. National sex offender registry.
 - e. Child abuse registry or child protective services check where permissible by law.
 - f. Social security number check or the equivalent that allows for additional names, aliases and/or addresses to be obtained for the individual for further checks.
 - 4) Conducts a personal interview in-person with each prospective staff person, volunteer and governing board member.
 - 5) Secures county and state criminal record checks for any county or state not covered by a national criminal background check in which the prospective staff person, volunteer or governing board member has resided for the previous seven (7) years.
 - 6) Secures a child abuse registry or child protective services check, unless prohibited by law, for any state in which the prospective staff person, volunteer or governing board member has resided for the previous seven (7) years.
 - 7) Declines any prospective staff person, volunteer or governing board member who refuses or fails to sign a release of information form or submit the required information necessary for any of the checks required by these *Standards for Local CASA/GAL Programs*.

- 8) Declines or dismisses any prospective or current staff person, volunteer or governing board applicant found to have been convicted of or having charges pending for a felony or misdemeanor involving a sex offense, child abuse or neglect or related acts that would pose risks to children or the program's credibility.
- 9) Considers if an applicant is found to have committed a misdemeanor or felony that is unrelated to or would not pose a risk to children and would not negatively impact the credibility of the program, the extent of the rehabilitation since the misdemeanor or felony was committed, as well as other factors that may influence the decision, to accept the applicant as a staff person, volunteer or governing board member.
- 10) Completes and documents all screening before the staff person, volunteer or governing board member is accepted by the program and written verification is maintained on file at the program office.
- 11) Provides written notification as part of the application process for prospective staff, volunteers and governing board members about all screening and background check requirements.
- 12) Repeats and documents these record checks for each active staff person, volunteer and governing board member at least every four (4) years. Rap Back services may be utilized for criminal background re-checks.
- 13) Determines and monitors adherence to policies related to corrective action(s) for any current staff person, volunteer or governing board member who violates a program policy, court rule or law that poses a risk to a child or negatively impacts the program.

C. Provides program administration oversight as follows:

- 1) Ensures clear lines of accountability and authority exist at all levels of the program's organizational and management structures and are formalized in a chart of the organization, showing lines of accountability to which all staff, volunteers, and governing board members have received orientation.
- 2) If the CASA/GAL program is under the umbrella of a parent organization, a written agreement or memorandum of understanding (MOU) is developed that:
 - a. Details the rights and responsibilities of the program and the parent organization.
 - b. Includes procedures for resolving situations in which a conflict of interest exists between the CASA/GAL program and its parent organization.
 - c. Contains the protocol for resource development activities of both organizations.
 - d. Sets a time frame of no more than two (2) years for review and possible revisions of the agreement.
 - e. Specifies the process for termination of the agreement or memorandum of understanding.

- 3) Communication and collaboration between staff, volunteers and governing board members is promoted by providing opportunities for interactions amongst volunteers, staff and the governing board.

D. Recruits members of the governing board:

- 1) The governing board has members who bring a range of skills, experience and knowledge which support the CASA/GAL program in fulfilling its mission.
- 2) The program utilizes a written plan or matrix to guide its recruitment efforts.
- 3) The CASA/GAL program governing board includes individuals with various capabilities:
 - a. Skills and experience to serve at a policy-making level.
 - b. Ability to advocate for sufficient financial resources for the program to carry out its purpose.
 - c. Knowledge of the court system.
 - d. Knowledge of evidence-informed practices and child abuse and neglect dynamics
 - e. Ability to reflect the community served
 - f. Other specialized skills needed to carry out the objectives and services of the program.
- 4) The program develops and utilizes on an ongoing basis the following:
 - a. Job descriptions for board members.
 - b. Board recruitment strategies.
 - c. Election and screening procedures.

E. Provides formal orientation for governing board members:

- 1) Ensures new members of the governing board receive formal orientation to:
 - a. Applicable laws and regulations.
 - b. *National CASA/GAL Association Core Model.*
 - c. *National CASA/GAL Association Standards for Local CASA/GAL Programs.*
 - d. Roles of national, state and local CASA/GAL programs.
 - e. The program's goals, objectives, structure and operations.
 - f. Applicable fiduciary responsibilities, including financial oversight.
- 2) Ensures the governing board members are familiarized with program services and are provided with key documents related to program governance and/or nonprofit board responsibilities.
- 3) Completes screening and background checks for governing board members consistent with Standard 5.B above prior to affiliation.

F. Establishes a written plan for ongoing training and development to improve the knowledge and skills of the governing board that is reviewed and evaluated annually.

G. Maintains governing board records:

- 1) Applications and screening documentation consistent with standard 5.B for each governing board member.
- 2) Signed and dated statement of confidentiality for each governing board member.
- 3) Signed and dated conflict of interest policy for each governing board member.
- 4) Board minutes signed by the board secretary or designee, including attendance, dates of meetings, agendas, topics covered and decisions or resolutions.
- 5) Standing committee meeting minutes, including attendance, dates of meetings, agendas, topics covered and decisions or resolutions, if applicable.

STANDARD 6 – MANAGEMENT AND FUNDING

Demonstrates mission-oriented leadership in operations management and is a responsible steward of all resources in order to maximize advocacy for children who are eligible for and in need of a CASA/GAL volunteer.

Elements of Practice

A. Demonstrates program leadership.

- 1) The executive director is responsible for the day-to-day management of the CASA/GAL program.
- 2) The executive director has the following qualifications:
 - a. Education and/or training in a related field.
 - b. Management skills and experience to effectively administer the program's human and financial resources.
 - c. Ability to effectively coordinate services with the court and other community agencies.
- 3) The executive director:
 - a. Plans and coordinates with the governing board the development and periodic review of program policies for approval.
 - b. Establishes a logic model that is adopted by the governing board and evaluated annually.
 - c. Attends, or is represented by a designee, at all meetings of the governing board and its committees to the extent authorized by the governing board.
- 4) The executive director is delegated human resources management authority by the governing board and the executive director ensures that the program's staff management is carried out in accord with written policy.

B. Manages financial resources.

- 1) The program follows a written plan for securing and maintaining diversified financial resources adequate to accomplish its established goals and objectives.
- 2) The program maintains its tax-exempt status, if applicable.
- 3) The program seeks to conserve its financial resources by:
 - a. Accessing benefits allowed for tax exempt organizations, when applicable.
 - b. Maintaining sound policies regarding purchasing and inventory control.
 - c. Using competitive bidding, where applicable, in accordance with governing board policy and law or regulation.

- 4) The program regularly analyzes:
 - a. Cost of operations.
 - b. Current and potential funding sources.
 - c. Allocation of funds.
 - d. Effectiveness in achieving budget objectives.

C. Reports and accounts for fiscal operations.

- 1) The executive director is accountable to the governing board for prudent financial management.
- 2) The executive director ensures the submission of financial reports to the governing board at least quarterly.
- 3) The program ensures that an annual report is developed which includes financial, statistical and service data summary information.
- 4) The program annually files the required Internal Revenue Service (IRS) Form 990 in a timely manner which is provided to the governing board or designee prior to filing.
- 5) The program makes timely payments to the IRS and to other taxing authorities, as required by law.
- 6) Independent audits, financial reviews or compilations are required annually as follows in the table below. Audits are recommended at least every three (3) years regardless of annual revenue.

Annual Program Revenue	Time Requirement	Required Level of Independent Review	Acceptable Service Provider
> \$500,000	Annual	Audit	Independent CPA
\$250,000 – \$500,000	Annual	Financial Review	Independent CPA
< \$250,000	Annual	Financial Compilation	Qualified Individual

- a. A financial audit, review or compilation is completed within nine (9) months following the close of the fiscal year.
- b. A designated committee of the governing board, such as a finance or audit review committee, or a designated member of the governing board reviews the audit findings and meets with the independent auditor as necessary.
- c. The auditor's report is reviewed and formally approved or accepted by the governing board and is made available for public inspection.
- d. When a management letter has accompanied the audit, the governing board promptly reviews and ensures that the recommendations are implemented.
- e. The program sends to National CASA/GAL any audit findings or questioned costs from any private or government audit/monitoring report within 60 days of receipt of findings.
- f. Programs receiving grant funding through National CASA/GAL may be subject to additional financial oversight.

D. Adheres to accounting and financial reporting policies.

- 1) Generally Accepted Accounting Principles (GAAP) apply to independent audits and reviews. Therefore, management's financial statements must be prepared in accordance with GAAP.
- 2) The program has written operational policies and procedures with regard to accounting controls to which the program adheres. In the case of programs under an umbrella organization, the program adheres to the extent that is within the program's control. These policies and procedures include:
 - a. Descriptive chart of accounts.
 - b. Prompt and accurate recording of revenues and expenses.
 - c. Maintenance of a filing system which contains account records and receipts.
 - d. Safeguarding and verification of assets.
 - e. Control over expenditures.
 - f. Separation of duties to the extent possible.
 - g. Internal financial control policies:
 - i. Accounting controls including limited system access, segregation of duties and dual controls.
 - ii. Authority parameters and approval procedures.
 - iii. Documentation standards.
 - iv. Protection of assets.
 - v. Limited access to key assets.
 - vi. Reports, reconciliations and reviews.
- 3) The program uses a financial management system that ensures the segregation of restricted funds.
- 4) When the program has the authority, its policies and procedures require:
 - a. Staff with financial responsibilities receive orientation to the bookkeeping system and retraining when system changes occur.
 - b. Systems are in place to prevent or to detect fraud or abuses of the system, such as control, use, and review of the system by more than one person.
- 5) The program's accounting records are kept up to date and balanced on a monthly basis.
- 6) The program reconciles bank statements to the general ledger on a monthly basis.

E. Develops resources to sustain the program.

- 1) The program's governing board sets policies and provides oversight for resource development activities carried out by its staff and volunteers.
- 2) The program registers with the applicable state agency to conduct charitable solicitations.
- 3) The program provides potential funders with an accurate description of the program, its purpose and services as well as the financial needs for which the solicitation is being made.

- 4) The program spends funds for the purposes for which they were solicited and/or designated, except for reasonable costs for administration of resource development activities.
- 5) The program establishes controls on processing and acknowledging contributions in accordance with applicable laws.

F. Manages the workplace.

- 1) The program operates from commercial or community (donated, leased or owned) offices which provide a safe, well-maintained physical environment for its staff, volunteers and visitors.
- 2) The program maintains a work environment for its staff and volunteers that is conducive to effective performance.
- 3) The program's facilities comply with applicable health, fire safety and accessibility codes and regulations.
- 4) The program takes reasonable measures to maintain its equipment and ensure it is used as intended.
- 5) The program plans for the disposition of property in the event of its dissolution.

G. Monitors for and minimizes risk.

- 1) The program protects its physical, human and financial resources by evaluating, preventing and reducing the risks to which it is exposed.
- 2) The program has liability protection for the governing board, the organization, program staff and volunteers through the court, state statute or private insurance coverage.
- 3) The governing board has responsibility for determining the extent and nature of the liability protection needed for the program, staff, volunteers and governing board, when applicable laws are unclear or silent, and has a plan for regularly reviewing potential liability and establishes the necessary protections for preventing or reducing exposure.
- 4) The program evaluates and reduces potential liability by:
 - a. Assigning the risk management function to a person or committee whose job description includes responsibility for risk management policies and activities.
 - b. Ensuring that appropriate bonding, self-insurance, or external coverage is adequate to meet the potential liability.
 - c. Developing a process to identify risks in terms of their nature, severity and frequency.
 - d. Avoiding risk through loss prevention and risk reduction.
 - e. Evaluating and monitoring the effectiveness of the risk management function.
 - f. Carrying workers' compensation insurance and other insurance as deemed necessary based upon evaluation of its risks and protects itself through means

such as indemnification, participation in a risk-pooling trust or external insurance coverage.

g. Establishing and adhering to procedures to safeguard all staff, volunteer, governing board and program confidential email communications.

- 5) The program requires all persons with authority to sign checks, handle cash or contributions, or manage funds to be bonded or the program maintains appropriate insurance coverage to cover losses which may be incurred.
- 6) The program informs its governing board members and executive director of the amount and type of coverage that is provided on their behalf by the program.
- 7) The program annually reviews its insurance coverage with its insurance carrier to insure adequate coverage.
- 8) The program displays licenses and notices required by and in accordance with applicable statutes, rules or ordinances.
- 9) The program requires staff, volunteers and governing board members to immediately notify the program leadership if/when they have been involved in any criminal activity.
- 10) When the practice of transporting children is not prohibited in the state, and the program allows staff or volunteers to provide transportation for children, the program:
 - a. Has written policies.
 - b. Secures the necessary liability insurance to cover the program and the staff or volunteer.
 - c. Ensures that the staff or volunteer obtains written permission of the supervisor or executive director.
 - d. Obtains written permission of the child's legal guardian or custodial agency.
 - e. When allowing use of a personal vehicle for transportation of children, ensures that the staff or volunteer who has agreed to provide the transportation:
 - i. Has passed a motor vehicles division record check annually.
 - ii. Provides annually to the program a copy of a valid unexpired current driver's license, and proof of adequate personal automobile insurance that meets the required state minimum if one exists or the program's insurance carrier minimum if absent a state minimum.
 - iii. Is knowledgeable of the potential personal risk of liability and chooses to accept the responsibility.

STANDARD 7 – HUMAN RESOURCES

Follows written policies for recruiting, screening, training, supervising, evaluating and developing staff with a wide range of skills, insights and abilities to advance the CASA/GAL mission.

Elements of Practice

- A. Maintains and adheres to human resources policies.
 - 1) The program has and adheres to written human resources policies and practices that specify the responsibilities of staff. Human resources policies and practices are fair clear and consistent.
 - 2) Written human resources policies are made available to all program staff, which include, but are not limited to:
 - a. Human resources practices.
 - b. Working conditions.
 - c. Wage policies and benefits, as applicable.
 - d. Insurance protection.
 - e. Required and supplemental training, and development opportunities.
 - f. Social media policy.
 - g. Policy requiring all staff and contract workers to disclose any paid employment, contract work, volunteer service, or membership on a board of directors that might present a conflict of interest.
 - h. Whistleblower policy.
 - 3) Each staff person receives a copy of the human resources policies and provides a signed acknowledgement of reading and understanding the policies which is kept on file.
 - 4) The program complies with applicable laws and regulations governing employment practices.
 - 5) The executive director and/or appropriate designee reviews at least every three (3) years the human resources policies and updates the policies as needed and submits the proposed policies to the governing board for review and approval.
 - 6) Salaries and benefits are established by considering practices of similar nonprofit organizations in the program's area.
 - 7) The program maintains written operational procedures regarding grievances to provide staff the opportunity and means to lodge complaints and appeals, unless prohibited by law.
 - 8) The program acts on any complaints in accordance with its procedures and keeps documentation on file.
 - 9) The complainant is informed of the resolution of any complaint, subject to confidentiality limitations, and a copy of the notification is maintained on file.

- 10) Written procedures allow for the periodic participation by the executive director or delegate in the governing board's review of human resources policies and for written notification to staff of any changes to the human resources policies.

B. Recruits and selects qualified staff.

- 1) Recruitment and selection procedures ensure that the needs of the program are adequately met through an ongoing planning process, which details the type and number of staff required to accomplish its goals and objectives.
- 2) The program conducts an interview with all applicants considered for employment with the program.
- 3) The program is required to complete full screening of any applicant considered for employment prior to finalizing any offer of employment, consistent with Standard 5.B.
- 4) The program's selection process for all staff includes discussion about the issues and challenges that impact the children and families the program serves.

C. Retains qualified staff.

- 1) The program establishes a succession plan for key staff.
- 2) The program retains staff qualified to carry out its program goals.
- 3) The program has a written job description for each position or group of similar positions which clearly specifies qualifications and responsibilities.
- 4) The program efficiently manages its administrative systems, including accounting, bookkeeping, human resources records and statistical reporting, and assigns appropriately skilled staff to carry out those tasks.
- 5) Administrative and/or supervisory responsibility is assigned to staff qualified by experience and training.
- 6) Program staff meet all applicable state registration, licensing or certification requirements for their assignment and/or use of professional titles.
- 7) The program, in its ongoing planning process, details the type and number of staff required to accomplish the program's goals and objectives.

D. Ensures new staff receive orientation.

- 1) The program provides new staff orientation introducing the *National CASA/GAL Association Core Model, Standards for Local CASA/GAL Programs, Role of the Local Program*, the program's policies and services including, but not limited to:
 - a. Information about confidentiality laws and program policies and the staff person's responsibility to abide by these laws.
 - b. Information about the program's structure, service mandates, relationship to the court and human resources policies including sexual harassment and non-discrimination policies.
 - c. Lines of accountability and authority within the program.
 - d. Information about pertinent laws, regulations, and policies.
 - e. Demographics of the community and the children served by the program.
 - f. job responsibilities and description.
- 2) Newly hired program directors and volunteer supervisors complete the National CASA/GAL Association pre-service training within six (6) months of hire.

E. Trains and develops staff.

- 1) The program implements a training and development plan for staff that is reviewed annually and ensures that staff complete 12 hours of continuing education annually to improve knowledge and skills to fulfill the requirements of their respective positions and/or advance the CASA/GAL mission.
- 2) The training and development plan prepares executive directors and volunteer supervisors to effectively support volunteers who work with children who have experienced abuse or neglect. The training and development plan provides information about child welfare, law and legal process, evidence-informed care, child development, cultural competency, the Indian Child Welfare Act (ICWA) and other relevant subjects.
- 3) A program considering using a peer coordinator model (or other models utilizing volunteers coordinating other volunteers) must:
 - a. Inform National CASA/GAL of intent to explore and/or implement the model and undergo any required training and adhere to applicable standards, policies and procedures.
 - b. Seek legal counsel before adoption so the requirements of the Fair Labor Standards Act (FLSA) and all applicable laws are considered.
 - c. Engage in a review of insurance considerations, including workers' compensation, to explore implications of such a model.
 - d. Participate in learning opportunities about the peer coordinator model.
 - e. Undergo an organizational assessment to determine need and readiness including considerations around budget, training, recruitment, staffing and organizational culture.
 - f. Develop a written plan and timeline for implementation of the model.

- 4) A program that adopts and implements a peer coordinator model (or other models utilizing volunteers coordinating other volunteers):
 - a. Has a written job description for the position of peer coordinator.
 - b. Provides adequate supervision for the peer coordinator and holds them accountable for the performance of assigned duties and responsibilities.
 - c. Has a written policy that requires a peer coordinator to participate in equivalent staff orientation, training and evaluation as paid staff.
 - d. Maintains that any staff assigned to the supervision of a peer coordinator as a full-time function will not supervise more than 15 peer coordinators.
 - e. Maintains that a peer coordinator will not oversee more than 10 volunteer advocates.
 - f. Establishes a plan for managing cases assigned to the peer coordinator in the event that the peer coordinator leaves or becomes unavailable.

F. Supervises and evaluates staff.

- 1) The program provides adequate supervision for its staff and holds staff accountable for the performance of assigned duties and responsibilities.
- 2) Frequency of individual or group supervision is arranged on the basis of staff needs, the complexity and size of the workload and the staff's familiarity with assignments.
- 3) The program supervisor holds regularly scheduled case conferences with staff who supervise volunteers to review progress on each case.
- 4) The program develops and implements a system for the periodic evaluation of all staff.
- 5) At least once a year, the performance of each staff person is evaluated to review performance against established criteria and the evaluation is documented and kept on file. The staff person actively participates in this process.
- 6) Staff evaluations include:
 - a. Assessment of job performance in relation to the quality and quantity of work defined in the job description and to the performance objectives established in the most recent evaluation.
 - b. Clearly stated objectives for future performance.
 - c. Opportunity for staff self-evaluation.
 - d. Recommendations for further training and skill building, if applicable.
- 7) Staff are given the opportunity to sign the evaluation report, to obtain a copy and to include written comments before the report is entered into the human resources record.
- 8) The program's human resources policies and practices specify, in writing, the conditions for disciplinary action and termination of employment, including violations of program policy and/or documented substandard performance. The program's policies and procedures specify the person or persons with authority to implement disciplinary action(s) and/or terminate employment.

- 9) The CASA/GAL program has policies and procedures for termination of employment that are in compliance with applicable laws and regulations.

G. Maintains human resources records.

- 1) Maintains a confidential file or record for each staff person that contains:
 - a. Identifying information and emergency contacts.
 - b. Recruiting and screening documents such as applications and resumes and educational verification.
 - c. Pay and compensation information.
 - d. Job description.
 - e. Training and/or professional development records.
 - f. Performance evaluations with signature page.
 - g. Disciplinary notices.
 - h. Termination of employment notices.
 - i. Letters of commendation or recommendation.
 - j. Time and attendance.
- 2) Retains the following confidential information separately:
 - a. Security/background/reference checks.
 - b. Employment Eligibility Verification (I-9) forms.
 - c. Self-identified disability, veteran or other status records.
 - d. Medical/insurance forms and records.
 - e. Drug test results.
 - f. Child support/garnishments.
 - g. Requests for employment/payroll verification.
 - h. Workers' compensation claims.
 - i. Internal investigation notes and reports.
 - j. Litigation-related or legally privileged communications and documents.

STANDARD 8 – VOLUNTEER ADMINISTRATION

Follows written policies for recruiting, screening, training, supporting, supervising, recognizing and retaining volunteers to fulfill the role and duties of court-appointed special advocates/guardians ad litem, in accordance with applicable laws, rules, regulations and standards.

Elements of Practice

A. Recruits volunteer advocates.

- 1) The program's written strategic plan includes strategies for recruiting and selecting volunteers to advocate for the best interests of children and youth who are involved in judicial proceedings related to abuse or neglect.
 - a. Recruitment strategies incorporate CASA/GAL program guiding principles (Standard 1), measurable goals and specific activities to attract a volunteers who reflect the community served.
 - b. The recruitment plan includes measurable goals and strategies for community collaboration, media outreach, speaking engagements and other appropriate recruitment efforts.
- 2) The program prepares standardized information that is readily available to recruit volunteers which includes the following:
 - a. Purpose and role of the CASA/GAL volunteer.
 - b. Qualifications to become a CASA/GAL volunteer.
 - c. Minimum time commitment required.
- 3) The program informs potential volunteers of, and refers them to other CASA/GAL programs, National CASA/GAL or the state CASA/GAL organization if the applicant might be eligible for or prefer to serve in another program.
- 4) The program responds to all potential volunteer inquiries within five (5) business days of receipt.

B. Screens prospective volunteers.

- 1) A volunteer CASA/GAL is an individual who is at least 21 years of age and has successfully passed the application and screening process, has successfully completed the National CASA/GAL Association pre-service training, serves under the supervision of the program, and is appointed by the court to advocate for children who come into the court system as a result of abuse or neglect as defined by the state child welfare laws.
- 2) All volunteer applicants are required to provide the necessary information for screening, consistent with Standard 5.B.
- 3) If a volunteer applicant refuses or fails to provide the necessary documentation for screening consistent with Standard 5.B., the applicant is rejected.

- 4) The program's volunteer selection procedures ensure that those not selected are treated with dignity, respect and, if appropriate, referred to alternative volunteer opportunities.
- 5) The program completes all screening consistent with Standard 5.B. before the volunteer is assigned to a case and all screening is documented on file at the program office.
- 6) Upon selection, prior to assignment of a case, the program obtains signed agreement from each volunteer to the following written policies:
 - a. Conflict of interest policy.
 - b. Confidentiality policy.
 - c. Social media policy.
 - d. CASA/GAL volunteer policies and procedures.
- 7) A qualified volunteer who transfers to a new program must complete the full application and screening process consistent with Standard 5.B.
- 8) The program has a written policy regarding the reactivation of volunteers who have been inactive for more than one (1) year. The written policy shall include guidelines under which a volunteer would not have to be retrained. The volunteer's file must include documentation of reactivation.

C. Trains volunteers.

- 1) The CASA/GAL program delivers training to volunteers using the current National CASA/GAL Association pre-service training curriculum (or equivalent curriculum and process for qualification of facilitators that is reviewed and pre-approved in writing by National CASA/GAL in accordance with the National CASA/GAL Association Use of Pre-Service Training Materials Policy).
- 2) The program verifies and documents that all volunteers successfully complete the required pre-service training including:
 - a. Training dates.
 - b. Name(s) of facilitator(s).
 - c. Verification that the facilitator has been trained as specified below.
 - d. Participant attendance and completion records.
- 3) The National CASA/GAL Association pre-service training is to be delivered in accordance with the one of the National CASA/GAL Association modalities and for the duration specified by the chosen modality, including in-person contact for program staff to evaluate the applicant's suitability to serve as a volunteer, as specified by the chosen modality.
- 4) The National CASA/GAL Association pre-service training must be delivered by a qualified facilitator. A qualified facilitator has previously completed the National CASA/GAL Association pre-service training in accordance with Standard 8.C.1 above, and
 - a. Completed the National CASA/GAL Association Training of Facilitators, or

- b. Completed a training of facilitators provided by the state CASA/GAL organization's facilitator who has completed the National CASA/GAL Association Training of Facilitators, or
 - c. Co-facilitates his/her first pre-service training with a qualified facilitator who has completed the training of facilitators offered by the National CASA/GAL Association or state CASA/GAL organization.
- 5) The program ensures that the training facilitator(s) offers the current, approved curriculum and prohibits the use of curriculum or materials that have been retired.
- 6) The program documents that the facilitator completes 12 hours of continuing education annually to include topics related to facilitation, child welfare and CASA/GAL mission.
- 7) Guest speakers shall not deliver the curriculum unless trained to facilitate the CASA/GAL training or a CASA/GAL Training Facilitator co-facilitates the content.
- 8) In addition to the 30 hours of pre-service training, if allowed by the court, the program requires each volunteer to visit the court served while the court is in session to observe abuse/neglect proceedings before appearing in court for an assigned case.
- 9) The program ensures that volunteers complete 12 hours of continuing education annually (pro-rated based on the volunteer's date of swearing-in) consistent with National CASA/GAL guidelines and the program documents completion of this requirement for each volunteer. Continuing education hours should be related to the work of best-interest advocacy, and can be completed through a variety of sources and delivery methods such as educational events hosted by the local program or state organization (such as an annual conference), program-approved externally provided opportunities (in person or online), National CASA/GAL webinars, program-approved books and videos. To encourage a varied learning experience, no more than four (4) hours of continuing education should be completed by reading books/articles.
- 10) A qualified volunteer who transfers to a new program must complete, at a minimum, training regarding the local court, laws, program policies and procedures, investigation and report writing.

D. Establishes and adheres to policies for acceptance, assignment and closure of cases.

- 1) The program has procedures for the acceptance and assignment of cases.
- 2) The program accepts and assigns cases consistent with the guiding principles (Standard 1), *National CASA/GAL Association Core Model*, program capacity and statutory requirements.
- 3) A volunteer is sworn in by the judge or court personnel before appointment to a case as permitted by local court practice.

Cases are accepted and assigned regardless of age, race, ethnicity, national origin (ancestry), color, religion (creed), sex, sexual orientation, disability or physical challenge.

- 4) When possible, a volunteer is assigned at the earliest possible stage of the court proceedings.
- 5) All appointments and assignments are made by an appropriate written order of the court.
- 6) The program or the court notifies all parties and agencies involved in the case of the volunteer's appointment and release.
- 7) Volunteers are assigned to children with consideration to:
 - a. Experience, knowledge and skills.
 - b. Nature and difficulty of the current assignments.
 - c. Specific circumstances and availability of the volunteer.

E. Supervises volunteers.

- 1) The program provides supervision which is appropriate to the volunteers' needs and complexity of case assignments and monitors performance consistent with Standard 8.F.
- 2) Supervisors provide timely and thorough guidance to volunteers through contact at least once per month by video conference, telephone or in- person meeting.
- 3) Program staff supervising volunteers full time will not supervise more than 30 active volunteers or a maximum of 45 cases. If the staff person is required to perform duties other than supervision of volunteers, the number of volunteers to be supervised shall be reduced pro rata.
- 4) The program supervisor holds regularly scheduled case meetings with volunteers to review the issues or progress of the case and needs of the child(ren).
- 5) The program supervisor conducts a review of the case and the volunteer's performance of the job description of a CASA/GAL volunteer on an on- going basis and as a component of case closure.
- 6) The CASA/GAL program has in place a written plan to retain volunteers which includes mechanisms for volunteer recognition.

F. Establishes and adheres to volunteer administration policies and procedures.

- 1) The program maintains written volunteer policies and procedures.
- 2) Each volunteer receives a copy of the current volunteer policies and procedures and provides signed acknowledgement of reading and understanding the policies which is retained by the program in the volunteer's record.
- 3) The job description of the CASA/GAL volunteer is clearly communicated through written policies, role descriptions, pre-service training, continuing education and supervision.

- 4) The program volunteer policies and procedures specify the role and responsibilities of the CASA/GAL volunteer, are developed with the input and approval of the court (if not already determined by statute) and align with the *National CASA/GAL Association Core Model and Standards for Local CASA/GAL Programs*.
- 5) The volunteer policies and procedures shall include a description of the volunteer's role and responsibilities including but not limited to the following. The volunteer:
 - a. Reports any incident of child abuse or neglect, or any situation in which the volunteer has reason to believe that a child is in imminent danger to the appropriate authorities and the program supervisor.
 - b. Obtains first-hand a clear understanding of the needs and situation of the child by conducting an ongoing review of all relevant documents and records and interviewing the child, parents, social workers, teachers and other relevant persons to gather information about the child's situation.
 - c. Identifies and advocates for the best interests of the child.
 - d. Collaborates and coordinates with legal, child welfare, and other partners to ensure service provision that is in the child's best interests.
 - e. At every hearing where permitted, provides a report for the court which includes information and recommendations about the child's needs and best interests.
 - f. Appears in court to advocate for the child's best interests and provides testimony when necessary.
 - g. Meets in-person with the child once every 30 days at a minimum.
 - i. In-person contact should take place where the child lives for a majority of visits to ensure in-depth knowledge of the child's environment for informed recommendations to the court.
 - ii. To allow for an exception, the program must have a written exceptions policy outlining circumstances when exceptions may be permitted. Exceptions to permit less frequent in-person contact, or alternatives for in-person contact, shall be documented and retained in the program's case record as to the justification for and reasonableness of the exception.
 - h. Makes recommendations for services for the child and the child's family.
 - i. Seeks information about whether a permanency plan has been created for the child and makes recommendations concerning permanency.
 - j. Monitors implementation of service plans and court orders and assesses whether court-ordered services are implemented in a timely manner and whether review hearings should be scheduled with the court.
 - k. Informs the court promptly of important developments in the case through appropriate means as determined by court rules or statute.
 - l. Advocates for the child's best interests in the community by interfacing with mental health, educational and other relevant systems, subject to confidentiality limitations.
 - m. Participates in all scheduled case reviews with program supervisory staff.
 - n. Participates in continuing education relevant to CASA/GAL service.
 - o. Maintains complete records about the case, including appointments, interviews and information gathered about the child and the child's life circumstances.

- p. Discusses all recommendations concerning the case with the program supervisor prior to submitting recommendations to the court.
 - q. Is prohibited from the following activities:
 - i. Taking a child to the volunteer's home.
 - ii. Taking a child to any location that is not pre-approved by the child's legal guardian, custodial agency and CASA/GAL program supervisor or director.
 - iii. Giving legal advice or therapeutic counseling.
 - iv. Making placement arrangements for the child.
 - v. Giving money to the child, the child's family, caregiver, parent, relative or anyone associated with the case.
 - vi. Accepting money from child, the child's family, caregiver, parent, relative or anyone associated with the case.
 - r. Returns the case file and notes to the program when the volunteer's assignment concludes or the case closes.
- 6) The program supervisor does not alter the volunteer's reports or recommendations without the knowledge and documented agreement of the CASA/GAL volunteer.
 - 7) The program has a written policy for the giving and receiving of gifts between volunteer advocates and the children/youth and families served.
 - a. Gifts that may be perceived as influencing either the volunteer advocate or the children, families and related parties are prohibited.
 - b. Gifts that may undermine or negatively impact the relationship between the child/youth and their family or caregiver are prohibited.
 - c. Modest and reasonable gifts may be permitted.
 - d. The gift policy clarifies that the program may equitably provide modest gifts to children, youth and families as made available by program partners and supporters.
 - 8) The program has a written policy to resolve conflicts between a volunteer and the program supervisor regarding the handling of a case, reporting of information, or the recommendations to be included in a report to the court.
 - 9) The program will not assign more than two (2) cases at a time to a volunteer.
 - a. To allow for an exception, the program must have a written exceptions policy outlining circumstances when exceptions may be permitted. An exception may be granted in the discretion of the CASA/GAL program staff. However, the decision to permit additional assignments shall be documented as to the justification for and reasonableness of the exception.
 - b. Under the exception, a volunteer is not assigned more than five (5) cases and the program ensures that the volunteer adheres to the role and responsibilities as described in Standard 8.F.5.
 - 10) When the practice of transporting children is not prohibited in the state, and the program allows staff or volunteers to provide transportation for children, the program:
 - a. Has written policies.
 - b. Secures the necessary liability insurance to cover the program and the staff or volunteer.

- c. Ensures that the staff or volunteer obtains written permission of the supervisor or director.
- d. Obtains written permission of the child's legal guardian or custodial agency.
- e. When allowing use of a personal vehicle for transportation of children, ensures that the staff or volunteer who has agreed to provide the transportation:
 - i. Has passed a motor vehicles division record check annually.
 - ii. Provides annually to the program a copy of a valid unexpired current driver's license, and proof of adequate personal automobile insurance that meets the required state minimum if one exists or the program's insurance carrier minimum if absent a state minimum.
 - iii. Is knowledgeable of the potential personal risk of liability and chooses to accept the responsibility.

11) When a program allows volunteers or staff to take photos of children, the program has written policies that guide the purpose, use, distribution, storage and destruction of the photos after case closure.

- a. Policies allow photos only when:
 - i. Requested or required by the court to be included with or in the court report, or
 - ii. Written permission is obtained from the legal guardian.
- b. Policies prohibit the use of photos for social media, marketing or personal use unless written authorization is provided by the legal guardian.

G. Takes corrective action when necessary.

- 1) The program has policies and procedures that specify the conditions for corrective action and non-voluntary dismissal of volunteers.
- 2) Appropriate grounds for dismissal of a volunteer include, but are not limited to:
 - a. Taking action without program or court approval which endangers the child or is outside the role or authority of the program.
 - b. Engaging in ex-parte communication with the court.
 - c. Violating a program policy, court rule or law.
 - d. Failing to complete the required National CASA/GAL Association pre-service training or 12 hours of continuing education each year.
 - e. Failing to effectively carry out assigned duties, which may include not following program direction or guidance.
 - f. Falsifying a volunteer application or misrepresenting facts during the screening process.
 - g. Having allegations of child abuse or neglect brought against them.
 - h. Experiencing an irresolvable conflict of interest.
- 3) The program's policies and procedures specify the person or persons with authority to dismiss a volunteer.

H. Maintains volunteer records.

- 1) The program maintains a written confidential record for each volunteer that contains, at minimum:
 - a. Application.
 - b. Emergency and identifying contact information.
 - c. Volunteer job description.
 - d. References documentation.
 - e. Documentation of all records checks.
 - f. Pre-service training and continuing education records.
 - g. Performance evaluations and any other applicable documentation related to performance.
 - h. Documentation of volunteer status.
 - i. Copy of volunteer's current driver's license, motor vehicles records check and verification of automobile insurance (if program allows transportation).
 - j. Documentation of personal interview.
 - k. Name of each child assigned.
 - l. Date of each assignment.
 - m. Date of release from each assignment.
- 2) Written policies outline when, and if, volunteers have access to their records and detail the procedures for review, addition and correction (by volunteers) of information contained in the record.
- 3) The program retains the record after a volunteer has left the program in accordance with the program's records retention policy.

STANDARD 9 – PUBLIC EDUCATION AND ENGAGEMENT

Communicates and actively engages with stakeholders and the general public to provide information and build support for the CASA/GAL mission and the needs of children who have experienced abuse or neglect.

Elements of Practice

A. Educates and engages the public.

- 1) Consistent with the *National CASA/GAL Association Core Model* and *National CASA/GAL Association Brand Usage and Intellectual Property Standards*, the program establishes and executes a written plan for public information, outreach and education activities to provide an understanding of the program's purpose, function and role in judicial proceedings and the community social service system.
- 2) The program disseminates public information to broaden awareness about the needs of the children it serves and the benefits of CASA/GAL advocacy for those children.
- 3) The program works closely with representatives from the legal and social services communities, other child advocacy programs, community service and civic groups, as well as with businesses to advance the CASA/GAL mission and to foster interagency collaboration and coordination of services for children.
- 4) The program works in partnership with the state CASA/GAL organization and the National CASA/GAL Association to disseminate timely information concerning newsworthy events, stories and occurrences to advance the CASA/GAL mission and benefit the children served.
- 5) The program has a written communications policy that:
 - a. Aligns with the *National CASA/GAL Association Brand Usage and Intellectual Property Standards*.
 - b. Outlines appropriate contact with the media and an escalation protocol for state or national media inquiries.
 - c. Identifies who communicates with the public.
 - d. Addresses use of social media.
 - e. Requires that issues with the potential of negatively inappropriately impacting or posing risk to the CASA/GAL brand such as allegations of fraud, illegalities, child fatality, misconduct, abuse, and theft are promptly escalated to the National CASA/GAL Association.
 - i. Requires all requests for information and media inquiries about the National CASA/GAL Association be promptly directed to and handled by the National CASA/GAL Association.
 - ii. Requires all requests for information and media inquiries about a state CASA/GAL organization be promptly directed to and handled by the state CASA/GAL organization.
 - iii. Requires all requests for information and media inquiries about a local CASA/GAL program be promptly directed to and handled by that local program.

- 6) The program has a written crisis management plan that addresses issues that may have significant impact on the credibility, reputation or funding at the local, state or national level. This crisis management plan:
- a. Requires prompt information sharing between the program, governing board, court, National CASA/GAL and the state organization within 24 hours, subject to confidentiality limitations.
 - b. Identifies who from the local program may respond to public comment, requests for information and/or media inquiries.
 - c. Establishes a procedure or protocol for information sharing with other key stakeholders as appropriate.

STANDARD 10 – DATA RECORDS

Compiles, maintains, manages and reports quality data and information in accordance with applicable laws, policies and/or standards. The program maintains complete, accurate and current case records and volunteer files.

Elements of Practice

A. Collects data for reporting.

- 1) The program collects the information needed to complete the National CASA/GAL Association six-month and annual surveys, and other data collection requests.
- 2) The program has a tool and/or software for the collection of data with the following safeguards:
 - a. Operational procedures governing use of the tool, system and/or software.
 - b. Confidentiality policies concerning electronic data and information sharing via electronic media.
 - c. Review of all decisions regarding electronic files by program management.

B. Retains child and case information.

- 1) The program maintains complete, accurate and current records for each child served, which include:
 - a. Name of the child.
 - b. Name of volunteer.
 - c. Date of appointment by the court.
 - d. Date of assignment of the case to the volunteer.
 - e. Date the case is closed by the court.
 - f. Date the volunteer is released from the case.
 - g. Biographical or other identifying information.
 - h. Background on the nature of the presenting problem or reason for referral by the court.
 - i. Court reports and any court orders related to the service being provided.
 - j. Social service case plan, or other document from the child protection agency indicating the plan for the child.
- 2) Records for all children served are kept up to date through:
 - a. Current contact entries.
 - b. Periodic progress notes or summaries.
- 3) The program maintains copies of all volunteer reports, written correspondence concerning the case, significant case updates and issues discussed through non-written communications (such as in-person meetings or phone calls) not otherwise included in volunteer reports or written correspondence. The program also requires its volunteers to turn in their case records including all notes when the case is closed.

- 4) Upon case closure, a record (e.g. court order, case closure summary, recording in database) is made of the date and reason for closure.
- 5) The program has written operational procedures, consistent with legal requirements, and with the policy on confidential information, governing the retention, maintenance, protection, destruction and return of case files when the case is closed. Procedures should include:
 - a. Records are kept a minimum of seven (7) years from case closure unless there is a court or statutory requirement that dictates otherwise.
 - b. Electronic children's case files are backed up on a separate system at least once a week and the backup is kept off site.
- 6) The program has established procedures for the legal and programmatic release, in writing, of volunteers when a case is closed or when a volunteer is removed from a case.

STANDARD 11 – NATIONAL CASA/GAL MEMBERSHIP

The National CASA/GAL Association Board of Trustees determines new and continued membership in and with the national association and must approve all expansions, mergers, governance changes and name changes, consistent with National CASA/GAL Association standards, policies and protocols. The National CASA/GAL Association Board of Trustees establishes the membership categories, criteria and requirements for all affiliations with the National CASA/GAL Association.

Members of the National CASA/GAL Association operate in compliance with this membership standard and carry out the duties and responsibilities outlined in the designated membership category. The following are required for CASA/GAL state, local, Tribal program and auxiliary membership.

Elements of Practice

- A. State, Local and Tribal program membership with the National CASA/GAL Association requires members to:
 - 1) Continuously maintain active membership by completing all membership requirements to include:
 - a. Adherence to the *National CASA/GAL Association Core Model*.
 - b. Maintaining member in good standing status with the National CASA/GAL Association by ongoing adherence to National CASA/GAL standards, policies, protocols, and requirements.
 - c. Adherence to the *National CASA/GAL Association Brand Usage and Intellectual Property Standards*.
 - d. Paying the required annual membership dues by the expressed deadline.
 - e. Maintaining ongoing compliance with relevant laws and regulations.
 - 2) Participate in quality assurance (QA) and compliance activities including self-assessments and QA reviews conducted by the National CASA/GAL Association.
 - 3) Exemplify the National CASA/GAL Association Values.
 - 4) Refrain from taking any action or position that has the potential to inappropriately impact the National CASA/GAL Association, the CASA/GAL network, an entity's ability to operate in compliance with National CASA/GAL Association standards or affect the reputation of CASA/GAL advocacy.
 - 5) Adhere to the National CASA/GAL Association funding and government relations protocols and terms and conditions agreements for any grants or funding awarded from the National CASA/GAL Association.
 - 6) Submit data required by the National CASA/GAL Association to include the six-month and annual surveys.
 - 7) Comply with the National CASA/GAL Association restrictions related to the unauthorized use, sharing, disseminating or altering National CASA/GAL Association produced materials

and intellectual property, including but not limited to pre-service and other training materials, standards, templates, and member portal resources.

B. All state, local and Tribal CASA/GAL members complete the annual National CASA/GAL Association membership renewal process by the expressed deadline, which includes:

- 1) Reviewing and updating the program's profile and primary contact information.
- 2) Reviewing and updating the program's governance or administrative authority contact information.
- 3) Reviewing and updating the program's judicial or court contact information.
- 4) Submitting requested information or documents specified for the corresponding membership renewal year.
- 5) Payment of membership renewal dues.

C. Local and Tribal CASA/GAL member programs are structured as independent nonprofits, umbrella non-profits, or publicly administered programs. (Tribal CASA/GAL programs may be publicly administered by Tribal Council/Government or a Tribal Court or may be structured as a nonprofit entity.)

- 1) Local and Tribal CASA/GAL programs operate under the supervision and guidance of an active, knowledgeable, and engaged governing board or administrative authority.
- 2) To be a member program in good standing, a Local or Tribal CASA/GAL program must continuously operate in compliance with the *National CASA/GAL Association Core Model*, *Role of a Local CASA/GAL Program*, and *Standards for Local CASA/GAL Programs*.
- 3) Existing CASA/GAL programs operating as part of an umbrella entity:
 - a. Have a written agreement or memorandum of understanding with the umbrella entity that specifies the roles and responsibilities of both entities that:
 - i. Details the rights and responsibilities of the CASA/GAL program and the umbrella entity.
 - ii. Includes procedures for resolving situations in which a conflict of interest exists between the CASA/GAL program and the umbrella entity.
 - iii. Specifies roles and responsibilities for resource development activities of the CASA/GAL program and the umbrella entity.
 - iv. Specifies the process for termination of the agreement or memorandum of understanding.
 - v. Requires the agreement or memorandum of understanding to be re-executed (reviewed, adopted and signed) at least every 5 years.
 - b. Have specific and dedicated resources and funding to adequately sustain and grow the CASA/GAL program.
 - c. Provide and review the following with the umbrella entity annually:
 - i. *National CASA/GAL Association Core Model*

- ii. *Role of a Local Program*
 - iii. *Standards for Local CASA/GAL Programs*
 - iv. The written agreement or memorandum of understanding
 - v. Annual CASA/GAL program membership renewal requirements
- D. Existing local and Tribal CASA/GAL programs contemplating expansion to a new county/jurisdiction, a change in governance structure, a change in program name or affiliation with a new CASA/GAL auxiliary must be in good standing and must notify the National CASA/GAL Association in advance of any commitments or substantive actions.
 - 1) Local and Tribal programs must submit the applicable Program Membership Process application and adhere to the National CASA/GAL Association processes for expansion to a new county/jurisdiction, a change in governance structure, affiliation with a new CASA/GAL auxiliary, or name change, consistent with National CASA/GAL Association standards, policies and protocols.
 - 2) Local and Tribal programs must complete the applicable processes in concert with the assigned National CASA/GAL Association staff support which may include a guided assessment of feasibility and sustainability; review of key documents and policies; and evaluation of National CASA/GAL Association Core Model fidelity prior to approval by the National CASA/GAL Association Board of Trustees.
 - 3) Use of the CASA/GAL name, brand or reputation to begin the formation of a CASA/GAL entity is prohibited without written authorization from the National CASA/GAL Association.
- E. State organization members are structured as independent nonprofits, publicly administered state organizations, nonprofit state organizations providing direct service or publicly administered state organizations providing direct service.
 - 1) State organizations provide support services to Local or Tribal CASA/GAL Programs or offices within a state.
 - 2) State organizations may not utilize permanent or temporary hybrid structures which combine multiple structures under a single structure, i.e. nonprofit state organizations providing direct service in some parts of the state and not other parts.
 - 3) To be a state organization in good standing, state organizations must continuously operate in compliance with the *National CASA/GAL Association Core Model*, *Role of a State Organization*, and *Standards for State CASA/GAL Organizations*.
- F. State organizations contemplating change in governance structure, a change in organization name or affiliation with a new CASA/GAL auxiliary must be in good standing and must notify the National CASA/GAL Association in advance of any commitments or substantive actions.
 - 1) State organizations must submit the applicable Program Membership Process application and adhere to the National CASA/GAL Association processes for change in governance

structure, affiliation with a new CASA/GAL auxiliary or name change, consistent with National CASA/GAL Association standards, policies and protocols.

- 2) State organizations must complete the applicable processes in concert with the assigned National CASA/GAL Association staff support which may include a guided assessment of feasibility and sustainability; review of key documents and policies; and evaluation of *National CASA/GAL Association Core Model* fidelity prior to approval by the National CASA/GAL Board of Trustees.
- 3) Use of the CASA/GAL name, brand or reputation to begin the formation of a CASA/GAL entity is prohibited without written authorization from the National CASA/GAL Association.

G. Auxiliary organization membership with the National CASA/GAL Association requires auxiliary members to:

- 1) Continuously maintain active membership by completing all membership requirements to include:
 - a. Maintaining member in good standing status with the National CASA/GAL Association by adhering to applicable National CASA/GAL Association standards, policies, protocols, and requirements.
 - b. Adherence to the *National CASA/GAL Association Brand Usage and Intellectual Property Standards*.
 - c. Paying the required annual membership dues by the expressed deadline.
 - d. Maintaining ongoing compliance with relevant laws and regulations.
- 2) Exemplify the National CASA/GAL Association values.
- 3) Refrain from taking any action or position that has the potential to inappropriately impact the National CASA/GAL Association, the CASA/GAL network, an entity's ability to operate in compliance with National CASA/GAL Association standards or affect the reputation of CASA/GAL advocacy.

H. Auxiliary members complete the annual National CASA/GAL Association membership renewal process by the expressed deadline, which includes:

- 1) Reviewing and updating the program's profile and primary contact information.
- 2) Reviewing and updating the program's governance or administrative authority contact information.
- 3) Submitting requested information or documents specified for the corresponding membership renewal year.
- 4) Payment of membership renewal dues.

I. Auxiliary organizations are generally structured as independent nonprofit organizations.

- 1) Auxiliary organizations exist for the purpose of promoting an affiliated CASA/GAL program or state CASA/GAL organization primarily by raising funds and heightening community awareness of the entity and the CASA/GAL mission.
 - 2) Auxiliary organizations operate under the supervision and guidance of an active, knowledgeable, and engaged governing board.
 - 3) To be an auxiliary organization in good standing, an auxiliary organization must continuously operate in compliance with the *National CASA/GAL Association Core Model, Role of an Auxiliary Organization*, and *Standards for CASA/GAL Auxiliary Organizations*.
- J. Existing auxiliary organizations affiliated with a CASA/GAL program or state CASA/GAL organization:
- 1) Have a written agreement or memorandum of understanding with the affiliated program or state organization that specifies the roles and responsibilities of both entities.
 - 2) Review the following annually:
 - a. *National CASA/GAL Core Model*
 - b. *Role of the National CASA/GAL Organization*
 - c. *Role of an Auxiliary CASA/GAL Organization*
 - d. *Standards for CASA/GAL Auxiliary Organizations*
 - e. The written agreement or memorandum of understanding

GLOSSARY

Administrative Authority

The oversight authority for a publicly administered program.

Audit

When a certified public accountant (CPA) examines a CASA/GAL program's financial records in order to formulate an opinion on the financial statements. Generally Accepted Accounting Principles (GAAP) apply to independent audits and reviews. Therefore, management's financial statements must be prepared in accordance with GAAP and the auditor must follow generally accepted auditing standards. Internal controls are evaluated and transactions are tested for legitimacy. These tests provide a basis for an audit opinion which will state the accuracy of the financial statements.

Case

An action before the court involving one child or a sibling group.

Core Model

The National CASA/GAL Association Core Model identifies the foundational elements of CASA/GAL best-interest advocacy. This includes our guiding principles, the types of cases served, the primary activities performed by CASA/GAL volunteers, parameters for staff serving cases and the screening, training and supervision requirements. National CASA/GAL assistance and support is limited to Core Model activities. [Click here to link to the National CASA/GAL Association Core Model and other foundational documents](#)

Executive Director

This title is used throughout the standards to refer to the person who manages the day-to-day operations of the local nonprofit CASA/GAL program and is accountable to a nonprofit governing board. Other titles may be utilized by local programs for this role such as Chief Executive Officer, Program Director, or CASA/GAL Program Manager.

Financial Compilation

When a qualified individual creates financial statements based upon all of an entity's transactions for a fiscal period and compiles them into the form of a Statement of Financial Position and Statement of Activities in accordance with GAAP (generally accepted principles of accounting).

Financial Review

When a certified public accountant (CPA) reviews the CASA/GAL program's financial statements to ensure they are presented in accordance with generally accepted accounting principles (GAAP). A review includes inquiries and analytical procedures to identify trends or areas in the financial statements which may be presented incorrectly.

IRS Form 990

An Internal Revenue Service form required to be completed and filed annually by nonprofits.

Local Program

A member entity of the CASA/GAL network that recruits volunteers to provide best-interest advocacy to include: stand-alone, independent CASA/GAL member programs; member programs within an umbrella organization; and member programs that are administered by a public entity such as a government office or a court. Local programs may cover a single county/jurisdiction or multiple counties/ jurisdictions.

National CASA/GAL Pre-Service Training

A required training using National CASA/GAL's proprietary or National CASA/GAL-approved curriculum that is completed by volunteers in preparation to serve a child or group of siblings.

Operational Procedures

Organizational protocols and procedures that establish controls over any internal and/or financial processes. Written operational procedures for accounting may also be known as internal financial controls.

Peer Coordinator

A volunteer coordinating and supporting other volunteers within the guidelines of the Standards for Local CASA/GAL Programs.

Peer Coordinator Model

A practice of implementing and managing Peer Coordinator volunteers who coordinate and support other volunteers within the guidelines of the Standards for Local CASA/GAL Programs.

Program Auxiliary

A nonprofit organization whose purpose is to promote the CASA/GAL program primarily by raising funds and heightening community awareness of the program.

This title is used throughout the standards to refer to the person who manages the day-to-day operations of the local publicly administered CASA/GAL program and is accountable to an administrative authority such as the court, county or state. Other titles may be utilized by local programs for this role such as Chief Executive Officer, Executive Director, or CASA/GAL Program Manager.

Publicly Administered Program

A program that is administered by a state or county government entity or court.

Qualified Individual (performing financial compilation services)

An individual with 3-5 years of experience creating financial statements based upon all of an entity's transactions for a fiscal period and compiling them into the form of a Statement of Financial Position and Statement of Activities.

Risk Management

The overall systematic approach to analyzing risk and implementing controls to minimize risk.

Screening

The process of vetting potential volunteers, staff and nonprofit governing board members which includes, but is not limited to, an application, reference checks, background checks, personal interviews and pre-service training (for volunteers, staff supervising volunteers and training facilitators).

Trained and Qualified Community Volunteers

The National CASA/GAL Association history and mission support court appointment of individuals who serve as volunteers to advocate for children who have experienced abuse or neglect. Standard 8 sets forth required training and supervision for individuals who serve as trained community volunteers. Volunteers must meet the screening and training requirements and be under the supervision and guidance of a CASA/GAL program. The National CASA/GAL Association acknowledges that there may be exceptional times when it would be necessary and appropriate to appoint local program staff members to fulfill all or a part of the CASA/GAL volunteer role and responsibilities as set forth in Standard 8 for a limited and time specific basis. In the event local program staff members are assigned, the staff member appointed by the court must be trained and supervised in the same manner as required for volunteers in Standard 8.

Volunteer Job Description

A document that describes the role and responsibilities of the volunteer advocate.