



Hope's Guiding Principles

Our guiding principles flow from our Corporate Culture, reinforce our prime responsibility and drive our performance and decision-making practices. These guiding principles provide a philosophical oversight regarding a wide variety of agency policies and related practices. Guiding principles provide the framework by which practices associated with agency operations are conceptualized. Each Guiding Principle has been established under the authorization of our Board of Directors and is followed by specific Executive Policies and Departmental Standard Operating Procedures. Executive policies are derived from the guiding principles and establish the framework within which stakeholders of the organization implement decisions and activities. Departmental procedures define the methods by which the intended outcomes are achieved.

There are six Guiding Principles:

1. Sustainable Future for Stakeholders

As a private, not-for-profit organization, it is incumbent upon the Executive Management for Hope Community Resources to provide leadership and direction to the organization regarding the development of a sustainable future for all stakeholders associated with the organization. This sustainable future will have a variety of forms and in and of itself need to be fluid and flexible in its intent. Practicing the concept of Thinking Globally and Acting Locally, Hope shall recognize the global nature of intellectual and developmental disabilities. Partnerships aligned with the United Nations activities linked with the Rights of the Disabled, as well as those associated with education, employment and poverty shall be incorporated into ongoing planning and development considerations. Additionally, a sustainable future for the organization requires an active and thorough understanding of Risk Management Theory and Practices inclusive of risk identification, risk review and risk-based corrective actions. The commitment for a sustainable future will also require the organization to ensure effective, individualized planning processes which take into consideration economic and programmatic factors. Supports and services should begin with the concept that the least level of assistance shall be provided as necessary for an individual's success and for a minimal level of effective service delivery. The organization also shall maintain a focus on employees' pay, benefits and overall working conditions, ensuring that there is a qualified, trained and fairly compensated workforce. A sustainable future would also suggest that the organization focuses on

being fair to the environment and seeking participation in relevant local community issues.

2. The Organization will Seek Ethical Behaviors and Practices

As a private, not-for-profit organization, it is incumbent upon the Executive Management for Hope Community Resources to provide leadership and direction to the organization regarding the establishment of a strong ethical basis to all transactions occurring within the organization. Hope has a long-term commitment to building trust amongst all stakeholder groups. The organization acknowledges that the development of trust within and among organizational stakeholders is essential to long-term sustainability. As such, the Executive Management of Hope Community Resources shall maintain, develop and build upon the utilization of an organizational Ethics Committee. The role of ethics within an organizational context shall be part of all employees' ongoing training. The Ethics Committee shall review the ethical processes and practices within the organization and maintain a direct reporting function with senior management. Hope shall maintain internal practices that allow for and require both informal and formal opportunities for conflict resolution and social trust development. The essence of an ethical workplace is the assurance of providing non-discriminatory and harassment-free practices and environments.

3. Seeking of Excellence

As a private, not-for-profit organization, it is incumbent upon the Executive Management for Hope Community Resources to provide leadership and direction to the organization regarding the establishment of an organizational ethos that seeks continual excellence in systems, processes and outcomes. Inherent in the pursuit of excellence is a continuing focus on innovation. Individual employees and teams can and should seek new and novel approaches to supports and to solutions. A reliance on the status quo can lead to stagnation in thought and action. Innovative ideas can and should be fostered at every level within the organization. Executive management shall find the balance with ongoing stability of systems while providing guidance on taking reasonable risks that fall within organizational beliefs, values, mission, vision and expectations. Risk-taking and innovative practices must coexist with an understanding of failure and its need to be aligned with new attempts.

4. Interdependency with the Greater Community

As a private, not-for-profit organization, it is incumbent upon the Executive Management for Hope Community Resources to provide leadership and direction to the organization regarding the establishment of an overall interdependency with local and global communities. Variables linked with intellectual and developmental disabilities are global in nature. Issues related to disabilities, poverty, social exclusion and disadvantaged people are worldwide in presentation. The inclusion of people who experience disabling conditions into communities and society benefits the desired outcomes for communities who seek to include all people. An organizational commitment to inclusive communities will begin and be maintained by a commitment to an inclusive agency that continually builds and affirms membership. As such, organizational supports, practices and desired outcomes shall maintain a focus on building membership both locally and globally.

5. Leadership/Management within a Value-Driven Context

As a private, not-for-profit organization, it is incumbent upon the Executive Management for Hope Community Resources to provide leadership and direction to the organization regarding the establishment of managerial practices that focus on agency-valued outcomes. The selection of the future leaders and managers of the organization shall be based upon candidates having the knowledge, skills and abilities to carry out the essential duties of the position, as well as demonstrating and understanding a commitment to Hope's organizational culture. Incumbent leaders and managers are required to proficiently act, make decisions and call others to move in both ethical and value-driven ways. The organization shall maintain leadership and management training modules aligned with developing staff strongly versed in the principles of organizational culture and the associated value-driven outcomes.

6. Organizational Monitoring, Impact Assessment and Continuous Improvement

As a private, not-for-profit organization, it is incumbent upon the Executive Management for Hope Community Resources to provide leadership and direction to the organization regarding the

establishment of an agency-wide monitoring, evaluation and impact assessment protocol aimed at providing evidence for continuous improvement processes. The organization will utilize evidence-based practices to monitor the implementation of strategic processes and examine the impact of those processes. This focus on evidenced-based practices will assist in ensuring organizational sustainability and the excellence of its services and supports. The practice of utilizing evidence-based decisions to ensure continuous improvement will pertain to all departments and functions within the organization. In support of the principles of monitoring, impact assessment the organization will maintain a Research and Development committee that maintains oversight and review of desired outcomes.