

# **Generic HR Policies Manual for NFP's (Sue Pulfer) and afrocentric lens applied to document by Marva Wisdom**

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# 1.Introduction

## ORGANIZATION

Organization is a not for profit organization incorporated on (DATE).

## Mandate

## MISSION

## VALUES

### Human and Volunteer Resources Policies and Procedures Manual

This Human and Volunteer Resources Policies and Procedures Manual is structured to provide guidance to employees, contract workers and volunteers on behaviours and performance expectations while meeting the Mission of (organization). The Board of (organization) delegates authority for the oversight of the work of employees and volunteers to the Executive Director and has approved this Manual.

The policies and procedures contained in this manual can be revoked, changed or supplemented at any time or when required by law. Efforts will be made to provide employees, contract workers and volunteers with notice of any change/s as quickly as possible. All employees, contract workers and volunteers are responsible for reading and understanding these policies and procedures and acknowledging they have done so. The Executive Director is available to answer any questions with respect to this document.

(Organization) complies, at a minimum, with the Ontario Employment Standards Act <https://www.ontario.ca/document/your-guide-employment-standards-act-0>

# 2.Definition of Employee, Contract Workers and Volunteers

## Employee

Individual hired, paid directly by (organization) on an ongoing basis, full- or part-time.

## Contract Worker

Individual hired on a contract basis according to special project funding or those who are hired on a renewable contract.

## Volunteer

Unpaid individual who volunteers to work alongside paid employees to support the delivery of programs and services.

1.

### 3. Policies Applicable to Employees, Contract Workers & Volunteers

The following policies apply to all (organization) employees and volunteers, and contract workers.

#### **a. Conflict of Interest**

A conflict of interest exists in any decision-making situation where personal or business interests of an employee, volunteer, contract worker or Board member conflict, or could be perceived to conflict, with the best interests of (organization).

When a conflict of interest arises, it does not necessarily mean that there has been wrongdoing. It is the responsibility of the individual to disclose the conflict, whether real, potential, or perceived, so that it can be acknowledge and dealt with effectively. Any employee, volunteer, contract worker, or Board member who is knowingly aware that they may benefit or have a close relative who may personally benefit directly from a (organization) contract or purchase must declare a conflict of interest before the contract or purchase takes place.

Employees, volunteers, contract workers and Board members shall not accept significant gifts or other compensation from suppliers or potential contractors or clients. If in doubt, the matter should be brought to the Executive Director, or the Board if the issue concerns the ED, who will determine if the activity is in conflict with the interests of (organization).

#### **b. Anti-Racism, Inclusion, Access, Equity and Anti-Discrimination**

(Organization) values diversity and inclusion and promotes the goal of anti-racism, anti-oppression, inclusion, access and equity.

(Organization) recognizes the unique status and cultural diversity of the Indigenous communities and their right to self-determination. It also recognizes the barriers of discrimination and disadvantages faced by the Black community and other equity-seeking human rights protected groups.

In recognition and support of diversity, inclusion, access, equity and human rights, (organization) adheres to the principles of the Ontario Human Rights Code ([www.ohrc.on.ca](http://www.ohrc.on.ca)) in all aspects of its operation and service delivery.

#### **c. Confidentiality**

(Organization) considers confidentiality a trust as well as a legal obligation as identified through the provincial Personal Health Information Protection Act (PHIPA, 2004) and federal Freedom of Information and Protection of Personal Privacy Act (FIPPA, 2003). Employees, contract workers, and volunteers are responsible for the safe keeping of all personal information disclosed to them in the course of their

efforts at (organization). (Organization) respects the right of its employees, contract workers, and volunteers to privacy and commits to keep all information in Human Resources files confidential.

All employees, contract workers, and volunteers will keep confidential and will not, without the express written consent of (organization), disclose to any person or organization any information related to the organization's business unless required to do so by law. This obligation continues following the completion of their employment or volunteer relationship. Good judgment and discretion should also be used when casually discussing items not explicitly designated as confidential, but which a reasonable person would see as not appropriate for casual, public conversation.

The Executive Director is responsible for overseeing all activities related to maintenance and adherence to policies covering privacy and access to personal information and personal health information in compliance with federal and provincial laws. The Executive Director will ensure that all employees, contract workers, and volunteers adhere to PHIPA and FIPPA.

All employees, contract workers, and volunteers are required to review and sign the (organization) Confidentiality Agreement found in Appendix B.

#### **d. Harassment, Sexual Harassment, Violence in the Workplace**

It is the policy of (organization) to provide a safe and healthy workplace environment free from violence and harassment, and to protect employees, contract workers, and volunteers by dealing quickly and effectively with incidents of workplace violence and harassment that occur. Workplace violence and harassment is unacceptable and will not be tolerated under any circumstances. In the case of (organization), the workplace is defined as any location where the business of (organization) is conducted including:

- Off-site locations where business occurs, including the premises of a stakeholder;
- Locations where work-sponsored functions or events take place, whether for business, social or recreational purposes and whether or not on property noted in point 1;
- Locations or premises visited when engaged in travel on behalf of (organization) (this may include work-related social functions, work-related assignments, conferences, training sessions, webinars, and other work-related events).

(organization), in co-operation with employees, contract workers, and volunteers will:

- Take every reasonable precaution in the circumstances to protect the health and safety employees, contract workers, and volunteers
- Establish and maintain a respectful work environment, free from violence and the threat of violence, harassment (including sexual harassment), and discrimination
- Comply with all applicable legislative obligations.

This Policy applies to the following:

- All employees, regardless of position, including temporary staff and contract workers;
- All volunteers, Board members, visitors, including consultants, partners, suppliers, and contractors;
- Any other parties with whom an employee, contract worker and/or volunteer comes into contact when carrying out job-related duties.

This policy is not intended to limit and shall not be interpreted as limiting an employee's right to seek information about or otherwise exercise a right under the Ontario Human Rights Code or the Ontario Occupational Health and Safety Act ([www.ontario.ca/laws/statute/90o01](http://www.ontario.ca/laws/statute/90o01)).

#### **e. Accessibility**

(organization) will make reasonable accommodations in the workplace and hiring process in order to accommodate people with a disability to work safely and productively. When considering reasonable accommodations, (organization) will weigh the need for change with the expense and effort required. If making the adjustments requires a substantial investment, or creates disruption in the workplace it may not be reasonable (Accessibility for Ontarians with Disabilities Act, 2005, [www.ontario.ca/laws/statute/05a11](http://www.ontario.ca/laws/statute/05a11)).

#### **f. Health and Safety**

(organization) will make reasonable provisions for the health and safety of employees, contract workers, and volunteers during hours of employment. Employees, contract workers, and volunteers are asked for their co-operation to identify hazards and risks so that action can be taken as quickly as possible to resolve any health and safety hazards. (organization) will conform to the Occupational Health and Safety Act ([www.ontario.ca/laws/statute/90o01](http://www.ontario.ca/laws/statute/90o01)).

## **4. Volunteer Policies and Procedures**

### **a. Principles of Volunteer Management**

Volunteers are valuable resources for (organization), its employees, clients and the community. Volunteers have the right to be treated as equal contributors, receive effective orientation and supervision, as well as training and recognition for the work they do for (organization). Volunteers are expected to perform to the best of their ability and to adhere to the Mission and Values of (organization) as well as several key overarching policies as outlined in the Human and Volunteer Resources Policies and Procedures document.

(organization) is committed to ensure there is a consistent process to create and manage all volunteer positions and employ best practices in recruitment and retention of members from the Black community. This will include approved descriptions of assignments, tasks and projects as well as a formal recruitment, screening, training, supervisory, evaluation and recognition process. (organization) volunteers will be fully supported to make their contribution to the success of the organization.

### **b. Duties of the Executive Director**

The Executive Director is responsible for the management and functions of the (organization) Volunteer Program and may delegate this to a Volunteer Coordinator. The Executive Director will ensure that the process for screening, interviewing and selection of volunteers is fair, inclusive and welcoming for people with disabilities and other equity-seeking groups. The ED will also make sure that the needs of the volunteers are met along with the needs of (organization).

### **C. Roles and Responsibilities of Volunteers**

All volunteers will complete an application form, provide references, and participate in the volunteer orientation and training program. It is the responsibility of the volunteers to maintain the confidentiality of information seen, observed or heard during their volunteer experience with (organization), an obligation that continues in perpetuity. If a volunteer breaches confidentiality, the Executive Director must be informed immediately. The Executive Director will examine the risk and level of the confidentiality breach and act accordingly. This could include termination of the volunteer's role with (organization).

### **d. Terminating a Volunteer**

Volunteers who breach (organization) policies will be subject to review by the Executive Director in consultation with the respective head of the department the volunteer is working within. Depending upon the severity and nature of the breach, as a first step, volunteers may be re-oriented to the applicable policies and provided a three-month period to demonstrate and apply their knowledge. However, if the breach is deemed significant or the volunteer is unable to demonstrate and apply an understanding of the policies, their volunteer relationship with (organization) will be terminated.

## **5. Employee Policies and Procedures**

### **a. Principles**

The Executive Director and the Human Resources Committee are responsible for the (organization) Human Resources Policies. These policies have been developed in accordance with federal, provincial and municipal standards, regulations and legislation and will be reviewed and updated every two years or more often should there be legislative changes.

The purpose of Human Resources Policies is to provide (organization) with structure, control, fairness and ensure (organization's) compliance with employment legislation, standards and policies.

### **b. Recruitment and Hiring**

#### **Recruitment of Executive Director**

The Board of (organization) has the authority to hire the Executive Director and may form a committee to be responsible for the hiring process. The preferred candidate must be presented to the Board for ratification of the hiring recommendation. In the case of an unexpected departure or the death of an Executive Director, the Board has the authority to select an Interim Executive Director without undertaking a formal search process. A performance review of an Interim Executive Director should be completed at the end of three-months and at that point the Board can make the decision to proceed to hire an Interim Executive Director with or without a formal search process.

The Executive Director (permanent or interim) has the authority to hire all staff, contractors and engage students.

#### Sourcing of Candidates

Vacancies or new positions will be posted and distributed in paid and online media as well as shared through relevant networks and within the communities served. The posting will include a clear and succinct description of the job, hours of work, salary range, required experience and training and terms of employment (full-time, part-time, temporary, contract). (organization) does not have an obligation to respond to every application so postings should also thank all applicants while acknowledging only those selected for interviews will be contacted.

#### Interview and Assessment

A structured interview process will be used in the selection process. A system of scoring, rating and ranking of all candidates will be developed by the Executive Director and Human Resources Committee in order to fairly and thoroughly screen and select candidates. A series of questions will also be developed for candidate interviews that explore both the job-related behavioral and personal qualities of the applicants in the context of the selection criteria. Where possible assistance should be sought from communities served to develop questions and or participation as part of the interview team. Copies of the interview questions, answers, interviewer notes and other related hiring documents such as the references provided by the candidates and notes from the reference discussions should be kept on file for at least one year after the selection process is complete. These documents are subject to disclosure to the individual under the Freedom of Information and Protection of Personal Privacy Act (FIPPA, [www.ontario.ca/laws/statute/90f31](http://www.ontario.ca/laws/statute/90f31)).

#### Reference Checks

Reference Checks should be conducted only after getting verbal or written permission, and the names and contact information of a minimum of three references (at least two of which should be work-related) of the selected candidate. Publicly accessible online sources such as Facebook, Instagram, Twitter or Linked-In should also be reviewed. Permission to review publicly accessible platforms does not require the approval of the candidate. It is the responsibility of the ED to complete the reference checks before the offer of employment is made to the selected candidate.

A reference check should seek to confirm employment records as presented by the candidate, gain a greater understanding of workstyles and approaches, confirm or delve into information shared or observed during the interview, assess fit with the organization and role as well as general information about the candidate.

#### Offer of Employment and Hiring Agreement (Contract)

A written offer of employment will be presented to the preferred candidate on (organization) letterhead. A job description will be appended to the offer, as well as the Human and Volunteer Resources Policies and Procedures that require review and signature such as Conflict of Interest, Confidentiality, etc.

#### Employee Orientation process

All new employees (permanent and contract) will be provided with a full and sufficient orientation to (organization) (its history and operational procedures), to the community at large, and to the specific responsibilities outlined in their job description. This orientation shall be the responsibility of the Executive Director and head of the respective department the individual will be working within. Short-



term contract persons may be exempted from some or all of this orientation process depending upon the term and scope of their work with (organization).

The orientation shall include the following components:

- professional responsibilities – general and specific;
- internal relationships and procedures – housekeeping matters;
- the human context of the work (who's who):
  - Employees
  - Volunteers
  - Board & Committees,
  - Community,
  - other professionals,
- purpose and processes related to the probationary period.

### Probation

The length of probation will be 90 days. The Executive Director should meet with the new employee member every once a month (at a minimum) to provide assistance and feedback on their performance in the role. Probationary employees will not accrue vacation during the probationary period.

It may be decided by the Executive Director to extend the probationary period for a further three months and if this is the case, the employee will be advised in writing two weeks in advance of the end of the initial probationary period. To terminate the employment during the probationary period, the staff member or (organization) must give two weeks written notice.

The probationary period review for employees shall:

- (a) be conducted by the Executive Director in consultation with the head of the department the employee is working within;
- (b) identify strengths and weaknesses and determine appropriate strategies for improvements if such are indicated.

The candidate will be either dismissed, with two weeks' notice, or hired following this review. The employee will be advised by letter of the successful completion of the probationary period.

The probationary review for the Executive Director will be conducted by the Chair of the Board.

### Employment Records

Job application files for both successful and unsuccessful candidates who were interviewed will be kept by the Executive Director.

An Employee File will be created for each successful candidate. This file should contain the employee application, resume, cover letter, interview and reference checks, offer of employment letter, copy of any required professional registrations, designations or government-required certificates (such as Cardio Pulmonary Resuscitation – CPR, Workplace Hazardous Materials Information System – WHMIS), signed Confidentiality, Conflict of Interest forms. Probationary Review and annual performance appraisals should be completed for all staff and a copy kept in each Personnel File.

Copies of employment release records (resignations, etc.) as well as termination (whether during probationary period or otherwise) will be kept on file for seven years.

All Employee records are confidential and should be stored in a locked file or area designated by the Executive Director.

## **C. Compensation and Expense Reimbursement**

### **Compensation Levels and Annual Review**

The Executive Director sets the compensation for each employee based on the role, the individual's qualifications and experience, and market conditions in the context of the annual budget process. New employees are advised of their annual salary or hourly rate in the offer of employment. Compensation is reviewed on an annual basis and adjustments are made when budgets allow.

### **Executive Director Compensation**

The salary of the Executive Director is established and reviewed by the Board.

### **Pay periods**

Employees will be paid via direct deposit to their bank account on a bi-weekly basis.

### **Reimbursement of Out-of-Pocket Expenses**

From time to time, employees will pay for various items required for the work of (organization). With the exception of regular expenses, generally most other out-of-pocket expenses should be approved in advance by the Executive Director by email. Expenses will be reimbursed with the approval of the Executive Director. Receipts will be required and reimbursement requests should be completed within a month of the expense.

## **d. Working Conditions**

### **Hours of Work**

Regular hours of work for (organization) staff are (hours) with (#) minutes for lunch.

### **Notification of Absence from Work**

Any absence or late arrival due to illness, injury or any other reasons as well as the expected duration of the absence must be personally reported to the Executive Director as soon as possible – prior to the normal starting time, whenever possible. If unable to do this personally, staff are requested to ask someone to telephone or send an email to the Executive Director on their behalf.

### **Overtime/Lieu Time**

The demands of work at (organization) may require work outside the regular hours of work. The Executive Director must be advised should this be the case in order for the employees to be approved for overtime/lieu time. Overtime is paid according to the Ontario Employment Standards Act; overtime will

be paid at 1.5 times the regular rate of pay on hours worked beyond 44 hours per week. Lieu time is granted on the same basis as overtime pay; 1.5 times when this additional work exceeds 44 hours in a given week. Lieu time must be taken within 30 days and cannot be accumulated or held over beyond 30 days without the written approval of the Executive Director.

#### Flexible Working Arrangements

(organization) recognizes that flexible work arrangements may offer enhanced productivity for some employees. These arrangements could include a change in work hours to accommodate factors such as family care requirements, medical appointments, etc. Flexible arrangements must not cause (organization) to incur additional costs for staffing or related expenses.

#### Accommodation

(organization) will make all efforts to accommodate the needs of employees with respect to their physical and mental health and physical requirements. Employees must consult with the Executive Director to develop an accommodation plan.

#### Training and Development

Employees will receive training or updates on procedures and policies as required. Individual professional development plans should be discussed with the Executive Director.

#### Use of Technology, Email and Social Media

All (organization) information and correspondence, including email, transmitted or received using computer-based technology, fax or in writing is considered to be the property of (organization).

Internet and network accounts are to be accessed only by the assigned employees for the purpose of (organization) business. Passwords must not be shared but if a user has reason to believe that their password has been compromised, they must inform the Executive Director immediately.

Unless in direct support of the employee's assigned duties, the use of social networking sites (e.g. Facebook, Twitter, Instagram, personal blogs, etc.) should not be accessed during work hours. Employees are encouraged to use their non-paid time to make or receive personal calls and should keep personal calls to a minimum during paid work time.

For the sake of convenience, (organization) employees may create, store or transmit (organization) information on personally-owned property (including, but not limited to laptop computers, desk-top computers, mobile telephones and devices, memory cards, notebooks, or loose-leaf paper, etc.). Whether stored on personally-owned devices or on paper this information remains the property of (organization).

Upon resignation or termination of employment or contract with (organization), employees are required to promptly return all (organization-owned) equipment and material in their possession. In the event that a device containing (organization) information is password-protected, the employee will be required to provide the correct user name and password for the device.

Unless part of an employee's assigned duties, all employees using social media and who refer to (organization) must make it clear that they are expressing a personal opinion. Employees should also understand they will be asked to account for personal opinions expressed on social media that reflect

negatively on the reputation of (organization) and that disciplinary action could be taken up to and including termination of employment.

#### **e. Confidentiality of Personal Information**

(organization) is committed to protect the privacy of personal information and personal health information for employees, volunteers, contract workers, donors and others.

All (organization) employees, volunteers and contract workers are responsible to ensure that personal information to which they have access, remains confidential and it is only used for the purposes for which it was intended. Any further use of personal information is subject to consent from the person providing the information – whether it is another employee, volunteer, contract worker or donor.

Any employee who seeks out or discloses Personal Information contrary to this policy will be subject to disciplinary action, up to and including termination. Personal Information includes any factual or subjective information in any form, whether written or verbal about an identifiable individual such as: name, address, age, date of birth, income, ethnic origin, ID numbers, publicly expressed opinions, evaluations, comments, social status, disciplinary actions, and employee files.

It is an offence to:

- Destroy Personal Information that has been requested by the individual who provided it;
- Retaliate against an employee who has complained to the Information and Privacy Commissioner of Ontario;
- Obstruct a complaint investigation or an audit by the Information and Privacy Commissioner of Ontario.

Employee Confidentiality Responsibilities

- Keep employee files current including name, address, phone number, dependents, emergency contact information, professional disciplinary letters etc.;
- Be up to date on policies and procedures regarding personal information regulations;
- Return any personal, privileged or confidential information in their possession to (organization) upon resignation or termination of employment;
- Abide by the Confidentiality Agreement for Employees after leaving (organization).

Executive Director Confidentiality Responsibilities

- Ensure all employees, volunteer, contract workers and donor files are securely stored and private, and that confidentiality is maintained;
- Obtain proper consents and authorizations prior to any disclosure of information contained in employees or volunteer records;
- Respond to employee, volunteer and contract worker requests for access to their personal files;
- Ensure proper and secure disposal of unnecessary confidential information (such as duplicate files);
- Ensure that disclosure of personal information to a third party is done in compliance with (organization) policies
- Oversee, control, manage and review (organization) personal information system, policies and procedures;
- The Executive Director is accountable for all information under the control of (organization)

- Implement (organization) policies and procedures for the collection, use and disclosure of personal information of employees, volunteers, donors, and other stakeholders;
- Ensure appropriate consents are obtained or the collection use and disclosure of personal information;
- Ensure responses to all complaints and inquiries regarding personal information are received and responded to within the legislated timeframes.
- Monitor and respond to third party requests for personal information.

#### Privacy Complaint Procedure

(organization) ensures that there is a procedure to follow up and resolve complaints regarding the handling of personal information.

The person filing a complaint must file a Privacy Complaint form (Appendix D). The Executive Director will consult with the employee(s) to investigate in an attempt to resolve the complaint. If the complaint is still not resolved, the complainant can file the complaint with Information and Privacy Commissioner of Ontario (IPCO).

If the complainant is not satisfied with the outcome of the complaint process of the IPCO, the complainant can appeal it on a question of law to the Divisional Court of Ontario within 30 days of receiving a copy of the order from IPCO. If IPCO issues an order relating to access or correction of health record there is no right to appeal.

#### **f.** Performance Management

(organization) provides an environment that encourages employees to carry out the mission of the organization by applying their skills and expertise in a manner that will ensure the overall success of (organization). (organization) values and respects each employee as an individual who brings unique abilities and talents to the workplace.

A regular, fair and forward-looking performance management process measures individual performance against the goals set for the roles of each individual, their job description and ongoing contributions. The performance management system provides the opportunity for ongoing feedback and coaching, a formal review of performance, recognition of the employee's contribution and identification of training and development needs.

#### Accountabilities

The Executive Director is accountable to the Board for establishing and completing an annual performance management process for all employees. The Board Chair and Executive Committee is responsible for managing the performance of the Executive Director.

#### Performance Improvement Plan

Should the outcome of the performance appraisal process indicate there are significant areas for improvement by the employee a specific Performance Improvement Plan will be developed by the Executive Director. This plan, developed with employee input, will identify performance shortfalls and a series of actions to help the employee improve their skills. A Performance Improvement Plan can also be enacted at any time if the Executive Director identifies significant issues with work habits, conduct or behaviours that need to be addressed.

In the written plan, the Executive Director will advise the employee, in clear terms, about the performance issue that will be addressed through the plan. Performance Improvement Plans have clear timelines and specific the consequences if the employee is unable to successfully achieve the plan. All meetings, learning and coaching sessions related to the plan will be documented.

If there is no improvement in the performance of the employee, a final written warning repeating a clear explanation of the expected standards will be provided to the employee. This document will also state in clear terms that (organization) will terminate their employment by a specific date if there is not sustained improvement in their performance.

## **g.** Vacation, Sick Leave, Leaves of Absence

### Vacation

(organization) believes that all employees should take an opportunity for rejuvenation and relaxation through annual vacation. Regular vacation is an important part of personal wellness.

Employees earn vacation over the course of the year. Employees may take paid vacation before it is earned with the approval of the Executive Director. Should an employee leave the organization before earning vacation days they have taken, they will be required to reimburse (organization) for unearned vacation days for which they have already been paid.

Subject to the employee having taken at least two weeks of vacation in the year, up to one week of annual earned vacation may be carried over to March 31 of the following year. Carried-over vacation must be approved by the Executive Director by December 15 of each year. Cash will not be paid out in lieu of unused vacation and approved carried-over vacation will be forfeited if not used by March 31 of the following year.

Completed Years of Employment	Entitled to Working Days' Vacation
1 – 2	Ten (10)
3 – 5	Fifteen (15)
6 – 10	Twenty (20)
11+ years'	Twenty-five (25)

All regular part-time Employees will be eligible for vacation on a pro-rated basis based on the hours in their regular work schedule.

### Contract Workers

Vacation pay must be at least four per cent of the gross wages (excluding any vacation pay) earned in the 12-month vacation entitlement year or stub period (where that applies) for employees with less than five years of employment.

### Statutory Holidays

The following statutory holidays are given with pay to all staff based on the formula outlines in the Ontario Employment Standards Act:

- New Year's Day (January 1)
- Family Day
- Good Friday
- Victoria Day
- Canada Day (July 1)
- Civic Holiday
- Labour Day
- Thanksgiving Day
- Christmas Day (December 25)
- Boxing Day (December 26)

#### Sick Leave

Full-time staff are allocated up to three (3) days sick leave with pay each calendar year to address illness, injury or a medical emergency.

Unused sick leave days cannot be carried over from year to year. Sick leave can be used to cover medical appointments or to care for an ill family member.

The employee must notify the Executive Director before starting work if they are ill and unable to work that day, or immediately if they become ill while at work. Upon returning to work, the employee must complete and sign an employee absence form and submit it to the Executive Director.

Sick leave is not considered time worked. The employee can choose to apply earned, unused vacation time or approved, unused lieu time in place of sick leave or in the case where sick leave has been exhausted. If an employee has exhausted their sick leave allocation within the calendar year, at the discretion of the Executive Director, unpaid leave may then apply.

The Executive Director may request the employee obtain a certificate that they are unable to work from their treating medical practitioner and will advise the employee if this is necessary following the second day of absence from work.

#### Leaves of Absence

There are a number of Leaves available to employees provided under the Ontario Employment Standards Act. These leaves are, generally, unpaid and provided to employees with job protection during time of personal events and crises.

For detailed information regarding reason for leave, eligibility, etc. please refer to Ontario Employment Standards Act (<https://www.ontario.ca/document/your-guide-employment-standards-act-0>)

Leave	Description	Maximum length/yr.	Written Notice Requirements
Pregnancy Leave	Leave provided to pregnant employees	17 weeks	2 weeks'

Parental Leave	Not part of a pregnancy leave. A birth mother may take both pregnancy and parental leave. Applies to either parent	61-63 weeks	2 weeks'
Bereavement Leave	Leave due to the death of certain family members	2 days	Oral notice sufficient. If possible, 2 days' notice.
Family Responsibility Leave	Leave due to the illness, injury, medical emergency or urgent matter relating to certain relatives	3 days	Oral notice sufficient. To be provided asap
Family Caregiver Leave	Leave to provide care or support to certain family members for whom a qualified health practitioner has issued a certificate stating that they have a serious medical condition	8 weeks	ASAP
Critical Illness Leave	Leave to provide care or support to a critically ill minor child or adult who is a family member of the employee for whom a qualified health practitioner has issued. Certificate sets out the period during which the minor child or adult requires care or support	17-37 weeks	No timeframes; timeline for return must be provided
Child Death Leave	Leave for an employee following the death of a child	104 weeks	No timeframes; timeline for return must be provided
Crime-Related Child Disappearance Leave	Leave for the crime-related disappearance of a child	2 weeks, or 104 weeks if a death occurs	No timeframes; timeline for return must be provided
Domestic or Sexual Violence Leave	Leave for when an employee or an employee's child has experienced or been threatened with domestic or sexual violence	10 days, or 15 weeks	10-day leave - asap
Organ Donor Leave	Leave for the purpose of undergoing surgery to donate all or part of certain organs to a person.	13 weeks Some cases - another 13-week extension	2 weeks'
Reservist Leave	Leave for employees who are reservists and who are deployed	Unlimited	Reasonable notice



## h. Resignation, Termination of Employment

### Resignation Notice

(organization) requests a minimum of two weeks written notification of resignation. The letter of resignation will be forwarded to the Executive Director. In the case of the resignation of the Executive Director, written notice is requested two months in advance and will be submitted to the Board Chair. At the discretion of the Executive Director (or the Board Chair in the case of the ED), employees who resign could be paid in lieu of working through the notification period. Contract employees, where possible, will be given fourteen (14) days' notice should a contract not be renewed.

(organization) may terminate employment without cause by providing the employee with the minimum entitlements under the applicable employment standards legislation.

### Employment Termination Procedure

For full-time staff, termination without cause occurs when:

- An employee voluntarily resigns, (two to four weeks' notice is expected);
- The term of an employment contract expires;
- An employee is absent for reasons of prolonged illness for one year;
- An employee's performance during the probationary period is not satisfactory;
- The provision of notice and minimum entitlements in accordance with Employment Standards Act is the full extent of the employer's obligation.

In the case of the Executive Director, notification of termination or pay in lieu of service will be determined in consultation with the Board Chair and Executive Committee.

## APPENDICES

### Appendix A

#### Anti-Racism, Anti-Oppression, Access, Equity and Anti-Discrimination Procedures

##### Access to Employment

(organization) will ensure that people of equity-deserving diverse communities have equitable access to employment. This includes recruitment, selection, staff development, performance evaluation, retention and promotion.

##### Access to Training and Education

Employees, contract workers, and volunteers who are involved in the delivery of services, outreach, and skill building are able to participate in appropriate education aimed at building relationships, improving their knowledge, understanding and skills.

##### Access and Equity Complaints

Anti-Racism, Anti-Oppression, Access, Equity and Anti-Discrimination complaints should be submitted in writing or verbally to the Executive Director. The Executive Director should ensure that all concerns and persons involved are treated in confidence and with respect.

If a resolution is not reached it should be reported in-camera to the Board as soon as possible. The Board Executive Committee and Executive Director will investigate complaints with urgency and sensitivity.

Anti-Racism, Anti-Oppression, Access, Equity and Anti-Discrimination complaints procedure should be updated annually.

## Appendix B

### Confidentiality Agreement

## Appendix C

### Procedures: Reporting Harassment and Violence in the Workplace

(organization) prohibits all forms of unlawful harassment, including, but not limited to, sexual harassment. The law does not permit, nor will (organization) tolerate, harassing or violent behaviour against any employee, contractor worker, or volunteer by other employees, contract workers, volunteers, or visitors to the workplace. Likewise, (organization) will not tolerate harassing or violent behaviour against visitors, contractors or suppliers by (organization) employees, contract workers or volunteers.

(organization) takes all reasonable steps to identify risks and prevent harassment and/or violent acts and threats of violence in the workplace that affect the personal safety and well-being of employees, contract workers, volunteers, clients, suppliers, partners, and members of the public who may access the workplace. (organization) will take appropriate action to protect all persons from the effects of violent behaviour and threats of violence in the workplace.

#### Workplace Harassment

Workplace harassment means either of the following:

- Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known, or ought reasonably to be known, to be unwelcome.
- Workplace sexual harassment (as defined below).

Workplace harassment includes unwelcome verbal, electronic, visual, or physical contact that denigrates or shows hostility towards an individual because of any characteristic prohibited by law, and which has the purpose or effect of violating the recipient's dignity, or creating an intimidating, hostile, or humiliating work environment for the recipient.

Workplace harassment includes conduct which is known, or ought to reasonably be known, to be unwelcome. Examples of behaviour that is inappropriate include, but are not limited to:

- Displaying or disseminating images, cartoons, or jokes that include derogatory content about religion, national origin, or other protected grounds.
- Bullying
- Singling out a person or making comments that are insulting based on age, sexual orientation, or another protected characteristic.

Workplace harassment does not, however, include properly discharged supervisory and management responsibilities, including disciplinary action, management of performance, and other conduct that does not interfere with a climate of understanding and respect for a person's dignity and worth.

Workplace sexual harassment is also strictly prohibited. Workplace sexual harassment means either of the following:

- Engaging in a course of vexatious comment or conduct against an employee in a workplace because of sex, sexual orientation, gender identity, or gender expression, where the course of comment or conduct is known, or ought reasonably to be known to be, unwelcome.
- Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant, or deny a benefit or advancement to the employee and the person knows, or ought reasonably to know, that the solicitation or advance is unwelcome.

#### Workplace Violence

Workplace violence includes:

- The exercise of physical force by a person against an employee, student or volunteer in the workplace that causes, or could cause, physical injury to the recipient.
- An attempt to exercise physical force against an employee in the workplace that could cause physical injury to the employee.
- A statement or behaviour that a recipient could reasonably interpret as a threat to exercise physical force against the recipient in the workplace that could cause physical injury.

Examples of workplace violence include, but are not limited to:

- Any assault or physical attack, which includes fighting, punching, slapping, hitting, pushing, shoving, kicking, or any threat or attempt at such acts.
- The use of a weapon, or threatened use of any object as a weapon.
- Any threatening behaviour, such as shaking fists, throwing objects, physical confrontation, or intimidation (e.g., crowding or cornering an individual).
- Stalking
- Verbal or written threats.

#### Threats of Domestic Violence

(organization) will take every precaution reasonable in the circumstances, where required by law, to protect employees, students, volunteers and contractors if they are likely to be exposed to physical injury when knowledge of a domestic abuse concern becomes known that would likely expose them to physical injury in the workplace.

The Executive Director should be advised by an employee, contract worker, or volunteer should they have knowledge of a domestic abuse concern regarding a colleague. While some disclosure of personal information may be necessary in such a situation, disclosure will be limited to what is reasonably necessary to protect the affected employee or contractor from physical injury.

Employees, contract workers, or volunteers should immediately inform the Executive Director of any restraining order, its contents and terms, and the identity of the individual being restrained if they have received a protection order preventing contact from, or restraining access by, another individual.

Circumstances may require the Executive Director to disclose personal information about a person (including a current employee, contract worker or volunteer) who has committed, or may commit, an act of workplace violence where there is a risk of workplace violence. The disclosure of personal information will be limited to that which is necessary to protect individuals from personal injury.

## Reporting Obligations

Employees, contract workers and volunteers should immediately report the matter to their supervisor (or to the Chair of the Board if they report directly to the Executive Director) if they believe that they have been subjected to behaviour that violates this policy. If a supervisor is the alleged offender, the report of this behaviour should be given to the Executive Director (or to the Board Chair if the alleged harasser is the ED). [Note: The OHSA requires the policy to provide a mechanism if the alleged harasser is the individual's direct supervisor].

Supervisors who are involved in any of the situations listed below must report the incident to the Executive Director (or to the Board Chair if the alleged perpetrator is the Executive Director) immediately.

Reporting Guidelines include:

- Witnessing discrimination or harassment.
- Receiving a report of discrimination or harassment.
- Otherwise becoming aware of discrimination or harassment.
- Becoming aware of a threat of violence in the workplace, or involving an employee, volunteer or student.
- Receiving a complaint regarding such events.
- (organization) may take disciplinary action as a result of inaction on the part of any individual to whom a complaint has been made.

All employees, contract workers, or volunteers are equally responsible for notifying the Executive Director or Board Chair, as appropriate, of any actual or potential threats, verbal or physical, that they have witnessed, received, or have been told that another person has witnessed or received. This includes threats by employees, contract workers, and volunteers, as well as threats by suppliers, partners, and visitors to the workplace.

## Response

Individuals employed or volunteering at (organization) must take action when a violent incident occurs to minimize its impact. They should respond to incidents of violence by summoning immediate security and healthcare assistance. Such assistance should include, but is not limited to (depending on the nature of the incident):

- Contacting Executive Director
- Contacting Manager
- Contacting emergency services, police, and/or health services directly, or through 911.

Medical assistance should be sought immediately in the event of a potential or actual injury. Supervisors (or ED or Board Chair) should be consulted as to whether contact the Ontario Ministry of Labour is required.

Individuals should provide the following information when they report and/or witness an incident:

1. Date(s), time(s), and location(s) of the incident(s).
2. Description of the incident(s).
3. Name(s) of anyone present during each incident.
4. Name(s) of anyone with whom the individual may have discussed the event.

## Investigation

(organization) will promptly and impartially carry out an investigation, appropriate in the circumstances, of every report of harassment, discrimination, violence, or threat of violence. Information about the complaint, the investigation, and the results of the investigation (including information about the individuals involved) will be kept confidential and will not disclose such information unless disclosure is necessary for the purpose of the investigation or taking corrective action with respect to the complaint, or as otherwise required by law.

(Organization):

- will determine the party authorized to investigate and/or resolve the complaint;
- will inform the alleged perpetrator and the complainant of the results of the investigation and of any correction action that has been taken or that will be taken as a result of the investigation;
- may take disciplinary action, up to and including termination of employment for just cause, for any violation of this Policy;
- (Organization) volunteers determined to be in violation of the policy may be removed from their volunteer position on the Board, committees or program activities.

If a report of workplace harassment is found to have been made in good faith but is not supported by the results of the investigation, the complaint will be dismissed. No reprisal or penalty will be taken against a person for bringing forward a harassment complaint in good faith or participating in a harassment investigation.

(organization) may take formal disciplinary action against any person, up to and including termination of employment or the volunteer relationship, where it is determined that a person has made a complaint in bad faith, or with the intent to harm another person/employee, and/or has misrepresented facts. Conduct based on mistakes or misunderstandings does not constitute malicious conduct.

Reprisal

(organization) strictly prohibits and will not tolerate reprisals against any individual, including a supervisor, who reports an act of workplace discrimination, harassment, or violence. Similarly, there will be no reprisal against any employee, contract worker, or volunteer, including a supervisor, who participates in a workplace investigation of discrimination, harassment, threats, or acts of violence, or who seeks information about or otherwise exercises a right under the Ontario Human Rights Code or the Ontario Occupational Health and Safety Act.

All reprisals must immediately be reported to the Executive Director or Board Chair, as appropriate.

[Appendix D](#)

[Privacy Complaint Form](#)

[Appendix E](#)

[Employee Acknowledgement](#)

I confirm that I have received and have had the opportunity to review a copy of (organization's) Human Resources Policy Manual. I acknowledge that I have read and understood the rules, policies and practices contained herein. I further acknowledge and confirm that (organization) retains the right, in its sole discretion, to revoke, change or supplement any of the rules, policies or practices contained in this manual at any time without notice, or, in the event required.

Name (Please print)

Witness

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Signature

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Date:

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Signature

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Date:

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