



Central Nova Women's Resource Centre

Policy and Procedure Manual

Approved June 2018

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1.0 Preamble/Introductions

History:

- Established in 1999, CNWRC is a grass roots organization started in a one-room office located at the Nova Scotia Community College, Truro Campus. At that time, one Project Coordinator position was funded through a grant from Service Canada. As of 2015, our organization has grown to include core funding from the Nova Scotia Advisory Council on the Status of Women for an Executive Director, Administrative Assistant and Project Employees. We also rely on contributions from our generous community partners.

Mandate/Mission/Philosophy

Vision:

We envision a world where girls, women and families reach their fullest potential.

Mission:

The CNWRC is committed to providing services that are responsive to community and client needs; using a collaborative approach with our partners, we promote positive social change for the advancement of all girls and women.

Core Values:

The success of CNWRC is due to the work of dedicated staff, volunteers, and partners. The CNWRC and their partners work cooperatively, learning from one another, and growing together. The following cooperative values are the foundation for all interactions and the success of the organization:

Trust and Respect

CNWRC honours and values one another's talents and abilities and finds common ground in dedication to the program and its clients.

Empowerment

CNWRC believes that giving skills, resources, opportunity and motivation to clients so they can take initiative and make decisions to solve their own problems and improve their lives.

Courage

CNWRC has adopted the stance of facing and dealing with anything recognized as difficult, or painful, instead of withdrawing from it.

Respect

CNWRC values all its clients and aims to ensure they are treated with dignity and a sense of worth.

Passion

CNWRC has a strong enthusiasm and desire to see all women and their families become self-sufficient and successful.

Kindness

CNWRC understands the challenges facing their clients and is committed to treating them with thoughtfulness and consideration as they move towards reaching their full potential.

Equality

CNWRC is committed to ensuring all clients are treated fairly, equally, and no less favorably, specific to their needs, including areas of race, gender, disability, religion or belief, sexual orientation or age.

Inclusivity

CNWRC's intention is to work with all who come through the door. This means all people who might otherwise be excluded or marginalized, due to age, race, color, religion, creed; sex, gender identity; physical or mental disability; ethnic, national or Aboriginal status; family status; marital status; source of income; political belief, affiliation or activity.

Service Standards:

At CNWRC, our commitment to our clients is central to our service. Our organization aims to provide the highest level of assistance and best support possible. We are:

Client-focused

CNWRC provides services in the best interest of clients by communicating, collaborating and consulting with them, other members of the CNWRC community and staff about client care.

Collaborative

CNWRC is committed to working together with other agencies, partners and stakeholders, to pool common interests, assets, and professional skills, in order to achieve common goals and outcomes that benefit our community. We work to ensure we have an equal voice at the table to address the needs of Colchester County.

Responsive to community needs

CNWRC working with its partners, designs new programs as needs are identified and funding obtained.

Team based

CNWRC's staff takes a team approach meaning everyone on the team is a leader and a manager, each person is equally responsible for the success of the Centre. Members cannot operate in isolation. Each team member must know and appreciate each other's strengths and skills. Each member is responsible for their part, and the quality of work that is done. Joint ownership for results and the environment is demonstrated. Respect, appreciation and validation are shared by the team.

Pro-Choice

The CNWRC is a pro-choice organization. We accept the political and ethical view that a woman has total control over her fertility and pregnancy. This includes access to accurate sexual education, access to safe and legal abortion, support and resources for continuing pregnancies, contraceptive and fertility treatments; and legal protection from forced abortion.

Feminist based

The CNWRC operates from a feminist perspective that is, by definition, rooted in women's experience. We seek to achieve political, economic, personal, and social rights for women that are equal to those of men. Feminism is a political, social, and cultural movement dedicated to promoting equal rights for women in all aspects of life. Feminism is not a single ideology, but rather is characterized by a diverse set of perspectives and movements dedicated to promoting women's rights.

At any one time, our services can include:

Individual Women:

- **Crisis Support:** working with women in crisis to help solve immediate problems.
- **Follow-up support** can also be provided after the crisis to assist women in putting their lives back together again. This includes friendly listening.
- **Friendly Listening:** giving women the opportunity to find their own answers to problems and questions through a strengths-based approach. Listening to someone who needs to talk provides a crucial early intervention and preventative service. Knowledgeable staff members provide one-on-one confidential support.
- **Referral Service:** Central Nova Women's Resource Centre knows the services that are available in Colchester County and surrounding areas, and can refer women who need the services and/or supports of other agencies. If a woman does not know where find help, we can help find the necessary resources.
- **Accompaniment:** If a woman needs emotional and physical support when dealing with issues, a Staff member may accompany her to court or to appointments with other agencies.
- **Advocacy:** Assisting women to obtain the services they need from government agencies.

Community Education, Support and development:

- **Resource Centre:** an up-to-date resource, information and referral centre and a meeting space for other agencies.
- **Assistance:** organizational assistance and space for groups and individuals when their planned activity is relevant to Central Nova Women's Resource Centre objectives
- **Community Access Program:** an opportunity for women to access or familiarize themselves with computer technology in an informal environment
- **Community Development:** Central Nova Women's Resource Centre is involved in social and economic support of our community. Staff members work with the community to identify problems and mobilize in order to develop positive responses to pressing issues.

Programs:

- **Support Programs:** relevant programs and workshops to meet the needs of women in the community.
- **Prevention Programs:** youth based programs and workshops to decrease violence in the community.

Social Advocacy:

- **Social Advocacy:** a voice for the needs and issues of women to governments and service agencies through Women's Centre Connect.

PERSONNEL POLICY	
SECTION:	Introduction
NUMBER:	1.01
SUBJECT:	What are Policies and Procedures
APPROVED:	June 2018
REVISED:	April 2018

POLICY: A policy is an organization’s official position on a certain topic. It is intended to guide decisions and actions. It addresses what should happen and why. It is usually written as a broad statement using generalized language.

PROCEDURE:

- A procedure is a written description of the usual way of doing something. It explains how an organization wants something to be done. It is usually written to be specific, tangible, precise and factual.

PERSONNEL POLICY	
SECTION:	Introduction
NUMBER:	1.02
SUBJECT:	Purpose of Policy and Procedure Document
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The purpose of the CNWRC Policy and Procedure document (hereinafter referred to as the Policy and Procedure Manual or the Manual in this document) is:

- to define the personnel policies of the CNWRC for all employees and to set out fair policies that respect and value employee.
- to provide a standard reference for managers, employees and volunteers in understanding their rights and carrying out their responsibilities.
- to encourage continuity and consistency in the administration and application of human resource policy.
- to provide direction and authority in the day-to-day administration of human resources and CNWRC programs and services.
- to ensure fair and equitable treatment for all employees.
- to promote a working environment that will encourage harmonious and productive working relations in order to better achieve the goals and objectives of the CNWRC.

PROCEDURE:

- It is the responsibility of all employees to review the Manual on an on-going basis and make any suggested changes to the Executive Director, who will bring all concerns to the Board.

PERSONNEL POLICY	
SECTION:	Introduction
NUMBER:	1.03
SUBJECT:	Application of Manual
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Manual shall apply to all CNWRC employees and volunteers.

PROCEDURE:

- All employees and volunteers of the CNWRC will be provided with the Manual. All employees and volunteers will be provided with the opportunity to discuss the Manual to obtain any necessary clarification.
- Each employee and volunteer of the CNWRC will be required to sign a statement indicating that he/she has received, read and understood the Manual of the CNWRC and agrees to abide by it during the term of their employment. A copy of the statement can be found in Appendix J.
- By accepting employment, or continuing employment with the CNWRC, it is understood that adherence to these policies and procedures is a condition of employment and that failure to comply may result in disciplinary action up to and including termination.
- In the event that specific provisions of a contract of employment between the CNWRC and an employee differ from these policies, the terms of the contract shall take precedence.
- In the event of a discrepancy between these policies and a municipal, provincial or federal law, legislation shall take precedence.

In preparation for creating this document, many Policy and Procedure Manuals for other organizations were reviewed. We would like to acknowledge in particular the policies of the:

- AIDS Committee of Newfoundland and Labrador
- Tri-Country Women's Centre
- Corner Brook Status of Women Council
- Pictou County Women's Centre

PERSONNEL POLICY	
SECTION:	Introduction
NUMBER:	1.04
SUBJECT:	Administration
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The responsibility of the day-to-day implementation of the Manual shall lay with the Executive Director of the CNWRC.

PROCEDURE:

- The Executive Director is responsible for monitoring employee and volunteer compliance with the Manual’s policies.
- The Executive Director must ensure that employee and volunteers are educated on the importance of the Manual and the possible disciplinary repercussions of not adhering to it.

PERSONNEL POLICY	
SECTION:	Introduction
NUMBER:	1.05
SUBJECT:	Policy Review/Development
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Manual is intended to be a living document. It is anticipated that changes to policies will be needed over time. This section deals with the usual process of policy development on human resources issues. A policy may be changed/reviewed through:

- a request from the Board;
- a review of the Manual;
- a request or recommendation by the Executive Director;
- legislative change(s);
- other circumstances that make a policy change necessary or desirable including recommendations from employee members and volunteers. All changes will be submitted to the Executive Director.

PROCEDURE:

- The CNWRC Board will identify who is responsible for drafting policy or revisions. It may be a Committee made up of Board members, the Executive Director, a hired consultant, or other named delegate.
- CNWRC employees and Board will be consulted for feedback as part of the policy development process.
- The Board approves all new policy changes. Final interpretations of these policies are the responsibility of the Board. Once the Board has adopted a new policy or amendment through a motion, it will be included in the Manual.
- The CNWRC Chairs shall ensure the Manual is reviewed every two years.
- CNWRC's Executive Director will keep a file outlining any revisions made to the Manual.
- Each employee will receive a copy of the Manual to read and review upon commencement of employment. An employee's written acknowledgment or receipt of understanding of the Manual is required (see Appendix J).

PERSONNEL POLICY	
SECTION:	Introduction
NUMBER:	1.06
SUBJECT:	Laws and Regulations
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The functions of CNWRC and employees and their relationship to one another are governed by a number of laws and regulations.

PROCEDURE:

- All provisions of these guidelines are subject to applicable laws now or hereafter in effect. If any law existing or hereafter enacted, or proclamation or regulations, shall invalidate or disallow any portion of these guidelines, the entire guidelines shall not be invalidated and the existing rights, privileges and obligations of the parties shall remain in existence.
- The following includes but is not limited to pertinent legislation that is referenced in the guidelines:
 - *Nova Scotia Labour Standard Code*
 - *Nova Scotia Human Rights Code (Canadian Human Rights Act)*
 - *Minimum Wage Occupational Health and Safety Acts*
 - *Freedom of Information and Protection of Privacy Act*
 - *Canadian Charter of Rights and Freedoms (as it may be applicable)*
 - *Personal Information Protection and Electronic Documents Act (PIPEDA)*

PERSONNEL POLICY	
SECTION:	Introduction
NUMBER:	1.07
SUBJECT:	Definitions
APPROVED:	June 2018
REVISED:	April 2018

POLICY: All definitions reflect our beliefs, vision, mission and mandate. All employee definitions pertain to the employee being hired on a yearly contract basis and pending funding. The following terms are used in this document.

- **Employee:**
 - Management: Refers to the Executive Director of the CNWRC
 - Full Time Employee: refers to an employee who works an average of 30 hours/week or more on an on-going permanent basis as later defined.
Part Time Employee: Refers to an employee who works an average of less than 30 hours per week on a temporary basis.
 - Project Employee: Refers to a person/persons working under a grant/bursary/work-term/placement on a temporary basis

- **Volunteers:**
 - Board: Refers to the Board of Directors at the CNWRC. The Board will always be made up of the Co-Chairpersons & Treasurer/Secretary as well as at least 2 other members up to 10 persons.
 - Chairs: Refers to Co-Chairs of the Board of Directors.
 - Committee: Various Committees comprised of Board members, employees, and members of the community. These Committees can be standing or ad-hoc based on the needs of the CNWRC. The Committees are responsible to the Board.
 - Standing Committees: Refers to Executive and Special Events.
 - Volunteer: Refers to any person not paid by the CNWRC and who assumes an approved role(s) of responsibility within the organizational structure.

- **Students:**
 - Students refer to the people who work at the CNWRC for a time period as part of a placement with various post-secondary institutions throughout the region. The CNWRC encourages all students who have work placements as part of their post-secondary studies to apply for placements at the CNWRC.

- **CNWRG:**
 - The CNWRG: Refers to the Board of the CNWRG.

SECTION 2

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.01
SUBJECT:	Communications
APPROVED:	June 2018
REVISED:	April 2018

POLICY: All communication for public distribution about and/or pertaining to the Board/employee and/or operations of CNWRC shall be managed in the utmost professional capacity.

PROCEDURE:

- The Chairs, Executive Director and/or a delegate assigned by them will be the representative(s) responsible to formally address the public on issues pertaining to the organization and its Board/employees.
- All media releases will be reviewed by the Executive Committee before being released.
- The Executive Director is responsible for reviewing all communications on programs and services before being submitted to the public.
- All employees are expected to submit email copies of all promotional material for any program to the Executive Director for approval.

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.02
SUBJECT:	Rights and Responsibilities
APPROVED:	June 2018
REVISED:	April 2018

POLICY: CNWRC services and programs will adhere to the principles of fairness and respect and abide by all laws and government regulations.

PROCEDURE:

Members of the Board:

- Have the right to expect a description of their role and responsibilities, along with pertinent information on the organization to be clearly outlined and made available.
- Are to respond responsibly to the employees and volunteers of the organization.
- Have the responsibility to support employees to learn, to provide training opportunities and to outline requirements for career development within the organization.
- Are to act responsibly at all times as representatives for the CNWRC

Employees:

- Have the right to expect a job/position description along with all other pertinent information on the organization and its operations clearly outlined and made available.
- Have the right to receive ongoing evaluations of their individual performance and their responsibility to cooperate in the performance assessment.
- Have the opportunity for a fair hearing on all matters related to their employment and the responsibility to discuss matters of concern in a reasonable manner with the Executive Director.
- Have the responsibility to identify and participate in opportunities for learning and training.
- Are to act responsibly at all times as representatives for the CNWRC

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.03
SUBJECT:	Conflict of Interest
APPROVED:	June 2018
REVISED:	April 2018

POLICY: As a volunteer or employee of the CNWRC, one has the power and obligation to act for the organization and is therefore held in a position of trust. All employees and volunteers must ensure due diligence in ensuring a conflict of interest does not arise. A conflict of interest occurs in any situation where an employee or volunteers' personal interests could influence her decision and or impair her ability to act in the CNWRC best interests, due to financial or other gains to herself or those others included below or represent CNWRC fairly, impartially and without bias. The CNWRC also believes a conflict of interest can arise when it is that of a family member, close friend, business associate or partnership in which the employee or volunteer holds an interest or a person to whom she owes an obligation.

The conflict of interest policy includes a real conflict of interest, but also the appearance of one, which could tarnish the employee's or volunteers reputation, or that of the organization. The appearance of a conflict of interest occurs when a reasonably informed person could have the reasonable perception that an employee or volunteer is making decisions on behalf of the CNWRC that promote her personal interests or that of another person as outlined above.

PROCEDURE:

- Employees have the duty to disclose any possible personal conflict of interest to the Executive Director immediately either in writing or in person at a meeting. On any occasion where an employee is responsible for a recommendation or decision respecting hiring, salary negotiation, performance appraisal or dismissal of an immediate family member, a conflict of interest should be declared.
- The Executive Director is required to send a written decision to the employee prior to engaging in any action, activity or undertaking that might potentially constitute a conflict of interest.
- If a conflict does not become apparent until after a decision has been made, the volunteer or employee must make the disclosure immediately. Full disclosure allows the CNWRC to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty arises.
- The individual should not be involved in any aspect of the decision making process. She will absent herself from any discussions in connection with the matter in question; however she may be asked questions about the matter.

- The Executive Director, in consultation with the Board has the final decision regarding the options or combination of options to be taken in any conflict of interest situations. The decision regarding the action(s) should be recorded in the minutes to document the disclosure and how it was dealt with.

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.04
SUBJECT:	Code of Ethics
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Code of Ethics is a framework and not designed to replace other duties equally imperative and other rights specifically not mentioned. It is not an exhaustive list of rules or prohibitions. The spirit of the Code of Ethics is directed towards ensuring ethical behaviour. Some specific regulations must be instituted in order that the organization's funds, equipment and reputation are protected at all times. The closest adherence to these rules by all employees is essential. Employees will acknowledge the responsibility to abide by high standards of performance and ethical conduct and commit to:

- Demonstrate the highest standard of personal integrity, truthfulness and honesty in all professional activities in order to inspire the confidence and trust of the public and those with whom we work.
- Demonstrate respect for all people, especially women and/or families in their task of supporting them in achieving the outcomes they desire for themselves and their families.

PROCEDURE:

- Board members/employees/volunteers/students are required to read and ensure their understanding of the Code of Ethics.
- Board members/employees/volunteers/students are required to sign and date the statement of verification on the first day of employment, volunteering or placement.
- The form must be signed and dated by a witness.
- The form will be kept in the Board member/employee/volunteer/student personnel file. A copy is provided to the Board member/employee/volunteer/student.
- These forms are to be reviewed with each annual performance evaluation. Contravention of this code may result in disciplinary action, termination and/or requested resignation.

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.05
SUBJECT:	Guidelines for Conduct
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees must maintain the highest standard of conduct in the performance of their duties. Failure to comply with the Code of Ethics (see section 2.04) may constitute the basis for suspension or dismissal.

Causes for immediate suspension pending investigation include:

- Falsifying information to obtain employment, additional pay, other compensations, transactions or records in any way.
- Theft or the collaboration to commit such an offence.
- Using profane or abusive language towards fellow employees, clients and/or their families.
- Unauthorized use of the CNWRC's equipment and/or supplies.
- Neglect, willful abuse or destruction of the CNWRC's property.
- Misuse of confidential information.
- Dishonesty and/or falsification of records.
- The willful physical, sexual, emotional or verbal harassment or abuse of an individual.
- Insubordination or willful disobedience of instruction or directions issued to employees.
- Lack of attention to work or duties assigned.
- Failure to adhere to job responsibilities and/or the Manual.
- Persistent tardiness or absence.
- Reporting for work while under the influence or suffering the effects of alcoholic beverages or illegal drugs, or the unauthorized use or consumption of same, while on duty.
- Using leave for purpose other than reason granted.
- Found guilty of a criminal offence after hire or the willful misrepresentation of a criminal background.
- Loss or suspension of valid Nova Scotia driver's license for criminal offences (under the Criminal Code of Canada).

Causes for recorded warning include:

- Failure to be at work on time.
- Failure to report for work or to notify management promptly, stating reason for absence.
- Failure to use reasonable care in protecting equipment, property or merchandise.
- Inefficient performance of duties.
- Deliberate loitering on the job.
- Abuse of sick leave.
- Abuse of comp time.
- Breach of confidentiality

Repeated failure to comply with any of these issues can result in immediate termination.

PROCEDURE:

Failure to comply with the *Code of Ethics* and/or *Statement of Confidentiality* (See Appendix A and B) may constitute the basis for suspension or dismissal.

1. If the Executive Director has any concerns regarding a person's performance, she will follow Policy 11.04, Progressive Corrective Discipline. All discipline will be authorized by the Executive Committee.

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.06
SUBJECT:	Confidentiality
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC expects the highest level of confidentiality to be maintained in its daily operations and in organizational business. It is the policy of CNWRC that all employees, volunteers and students will be required to sign a Statement of Confidentiality (see Appendix B) prior to commencing employment or involvement. Employees and volunteers may not disclose, discuss, divulge or make accessible confidential information belonging to or obtained through their affiliation with CNWRC to any person, including relatives, friends, and business and professional associates, other than to persons who have a legitimate need for such information and to whom CNWRC has authorized disclosure. This would refer to a case consultation with other employee of the CNWRC or with another relevant agency, with a signed release of information form. This duty of confidentiality extends past any term of service or employment. Examples of confidential information may include medical, financial, family, personnel and job performance.

The CNWRC is guided by the Personal Information International Disclosure Protection Act (PIPEDA).

PROCEDURES:

- All confidential client information will be kept in a locked cabinet within the CNWRC.
- Support Workers are required to have clients sign a release of information form in order to provide case consultation with a relevant agency where warranted.
- During the orientation of a new employee, volunteer or student(s), the Executive Director shall complete the Statement of Confidentiality with the employee, volunteer or student. This document shall be placed in their personnel file.
- All requests for family information necessary for carrying out employee duties must be accomplished by a signed release of information.
- Employees should consult with the Executive Director if they feel uncomfortable about the treatment of information, or if they have specific concerns.
- In the case of a breach of confidentiality, disciplinary action will be taken. Consideration will be given to the seriousness of the offence, the length of employment and the employee's record. Action may consist of a verbal warning, written warning, suspension or termination of employment consistent with policies listed in Section 11, Discipline/Discharge and Voluntary Termination.

- In the case of a letter of reprimand, the material facts shall be stated; dates of any reprimands and a statement that, if an employee fails to correct her conduct, further disciplinary action will be taken. This letter is to be filed in the employee's personnel file with copy given to employee.

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.07
SUBJECT:	Release of Information
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The release of information ensures information is received and shared with the appropriate individuals and/or groups pursuant to legal requirements and protocols, with the recognition there are limits to confidentiality. In the event of perceived harm to oneself or others including but not limited to child abuse, sexual abuse and neglect, employees and volunteers are obligated by law to disclose this information to the proper medical or law agencies. In the event of a case consultation, clients will be made aware of the proper procedures.

PROCEDURE:

- Employees will request a signed release of information form from all clients when requiring case consultation. All clients will be made aware of the ramifications of the release of information.
- A release of information form will be kept with all client files. Employees will follow the *Child Abuse/Neglect Prevention policy* as outlined under the *Nova Scotia Children and Family Services Act*.

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.08
SUBJECT:	Employee Concern Resolution Process
APPROVED:	June 2018
REVISED:	April 2018

POLICY: All employees should do their utmost to resolve concerns with other employees on their own. If they are unable to resolve the issue, The *Employee Concern Resolution* is the process which will be followed. *Employee Concern Resolution* is a progressive, step-by-step approach encouraging the resolution of a concern by those involved. It is a process that can be used to address concerns of all types and levels of seriousness. Employees are encouraged to utilize the *Employee Concern Resolution Process* to address concerns with other employees in the program. This policy takes into account whistleblower protection which specifies that the CNWRC will protect individuals from retaliation, and identifies those employee or Board members or outside parties to whom such information can be reported.

PROCEDURE:

- A concern or issue brought forward by an employee, after they have done their utmost to resolve it on their own, must go through the proper channels, beginning with the Executive Director.
- The Executive Director will address the issue with the individual employees involved individually and then together. If an employee requires a support person outside of other employees or Board, the support person will need to sign confidentiality agreement agreeing to their participation in the process.
- If the employee feels the issue or concern has not been resolved, the employee will inform the Chairs, in writing, for the issue to be on the agenda of the next scheduled Executive or Board meeting, whichever comes first.
- If the employee has a concern with the Executive Director, they must inform the Chairs, who will mediate the process.
- If the Executive Director has a concern with the Board, they will contact the Board in writing to discuss their concerns and contact an outside agency to facilitate a mediation process.

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.09
SUBJECT:	Communication between Board and Employee
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Communication between Board and employee members traditionally occurs through the Executive Director. The CNWRC works to ensure employees are empowered to work directly with Board members on specific projects. While Boards are responsible for overall strategy, employee members must be able to carry out the strategic plan, and working in cooperation with one another is essential. The Board members have skills in certain areas, and employees have skills in other areas. As individuals, we accomplish individual feats. As a team, we can accomplish great things. As an organization, we want to praise individual achievement but stress the team approach.

PROCEDURE:

- All internal/external communications will be sent through the Executive Director to ensure transparency and to ensure full cooperation and knowledge.
- The employees will be invited to participate in regular Board meetings as required and when requested.

PERSONNEL POLICY	
SECTION:	Employee Relations
NUMBER:	2.10
SUBJECT:	Safe and Respectful Work Environment
APPROVED:	June 2018
REVISED:	April 2018

POLICY: We all have the right to work in an environment that is respectful and we all have a responsibility to treat everyone at work with consideration. The CNWRC is a respectful workplace which:

- is inclusive,
- values diversity,
- clearly communicates expectations around behaviour,
- promotes employee health and safety,
- provides resources and training to resolve disputes,
- strives for improvement, and
- has open channels of communication.

The CNWRC supports the use of conflict resolution practices that result in remedies appropriate for each situation and that foster a respectful workplace. Anyone working within CNWRC who believes they are experiencing discrimination, harassment, or bullying is strongly encouraged to attempt to resolve their concern as early as possible to avoid the escalation of conflict and to ensure a timely and effective resolution. Procedures available under this policy include a range of options on a continuum, beginning with individuals resolving their concerns through a collaborative conversation with the other party, if possible, and progressing to involve the Executive Director or Chairs of the Board to the extent necessary for resolving the complaint. Specific procedures to address a complaint beyond the efforts of an individual to resolve a concern on their own will be determined on a case by case basis by the Executive Director.

PROCEDURE:

- Procedures will take into account the unique circumstances of a given situation. Factors considered in determining the appropriate organizational response to a complaint include, but are not limited to:
 - the nature of the alleged behaviour causing concern,
 - the impact of the alleged behaviour, the history between the parties,
 - the employment relationship between the parties,
 - whether there have been previous attempts to resolve the concern,
 - the outcome of previous attempts at resolution,

- the support requested by the individual making the complaint, and
 - whether the allegations would constitute a violation of this policy
- Whenever possible, individuals are encouraged to try and resolve a concern through a collaborative one-on-one conversation with the other party. If the issue is resolved, no further steps are necessary.
 - If discussion between parties is not possible or does not resolve the situation, individuals should ask the Executive Director for support. Complainants will be informed of their right to a support person.
 - Respondents will be informed of their right to a support person and will be advised of the allegations reported.
 - If it is determined that the allegations are consistent with a violation of this policy, options for proceeding will be discussed with the complainant based on section 2.08, Employee Concern/Resolution/Appeal Process.
 - If the complainant and respondent agree, a dispute resolution process such as mediation will be conducted. Any process for resolving the complaint will be conducted fairly and in confidence. Any agreement will be noted.
 - If the above options are unsuccessful in resolving the concerns, or if they are not appropriate interventions due to the nature of the complaint, a fact finding investigation may be initiated at the discretion of the Chairs of the Board. A complainant is not obligated to pursue an investigation. However, the CNWRC reserves the right to pursue an investigation with or without the complainant's consent when it has sufficient concerns about the alleged conduct and the need to ensure a safe and respectful workplace.
 - Investigations will be objective, fair, and provide due process for all parties. The investigator (Chairs of the Executive Committee) will interview those involved including any witnesses the investigator believes may have information relevant to the complaint, and will review any documents he/she considers relevant. This will include each party's right to know and respond to all allegations. At the conclusion of the investigation the investigator will provide a summary of the allegations, the testimony provided by all parties, and a determination as to whether or not this policy has been violated.
 - If the investigator has found that there has been a violation of the policy the recommendations will be brought forward for appropriate action based on Section 11, Discipline/Discharge and Voluntary Termination.

SECTION 3

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.01
SUBJECT:	Fair Hiring Practice
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC intends to attract the best people possible; people who can efficiently relate to their jobs, other employee and the CNWRC volunteers and clients. Hiring practices are based on the principles of merit, and guided by values that include respect, integrity, diversity, and accountability. The CNWRC does not discriminate based on age, race, color, religion, creed; sex, gender identity; physical or mental disability; ethnic, national or Aboriginal status; family status; marital status; source of income; political belief, affiliation or activity. When CNWRC hires employees, we are obligated to ensure that the individual has a reasonable opportunity to perform the job to the satisfaction of the CNWRC: therefore CNWRC is committed to the following fair hiring practices when filling positions.

PROCEDURE:

- All jobs will be advertised externally.
- Candidates for positions can be solicited through the following: newspaper advertising, employee referrals, job bank, networking, job posting, and other means considered appropriate for the particular position. Otherwise all positions are to be advertised through the local paper or through avenues determined appropriate by the Executive Committee.
- Vacancies will be properly advertised in a timely fashion.
- Hiring decisions will be based on the results of the selection process.
- Applicants are assessed on the basis of their educational background, relevant experience, general knowledge, and personal suitability, skills and performance records.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.02
SUBJECT:	Hiring Recruitment and Selection
APPROVED:	June 2018
REVISED:	April 2018

POLICY:

The responsibility for hiring employee lies with the Executive Committee. The Hiring Committee will include the Executive Director, Chairs and one other Board Member for all full-time and part-time positions. Students will be hired by the Executive Director and one other staff person. All vacancies will be advertised externally.

PROCEDURE:

- Prior to interviewing, the hiring committee will meet to create appropriate interview questions, to determine who will chairs the session, and how to judge responses fairly according to Interview Process.
- The Executive Director will make a recommendation to the Executive Committee.
- Applicants shall submit a cover letter and a resume for employment considerations. Applications will be kept for a period of 6 months and then destroyed.
- Personal interviews are required for all positions.
- Any and all expenses incurred by the candidate for the interview process will be at their own expense.
- Upon selection, the CNWRC Executive Director and employee will sign a Letter of Offer (Appendix H), which will outline position title, commencement date, term of employment, salary, probationary period and other relevant information.

Full/Part Time Employee

Executive Director

- A hiring Committee shall be formed consisting of the Chairs of the Board, and one other individual consisting of Board members and/or other individuals that the Chairs of the Board would see as beneficial to the process. The Committee may offer a position to an individual internally provided that individual is able to assume the position with a minimum amount of adjustment. Should the individual decline the opportunity, the Committee will advertise and review all applications and screen them for suitable candidates prior to setting up an interview schedule. If insufficient or inappropriate applications have been made, a decision for further recruitment (advertising) may be made at this time.
- The Chairs or a designate will contact references.

Core Employee

- A hiring Committee shall be formed consisting of the Executive Director, the Chairs and one other Board member that the Executive Director would see as beneficial in the process. The Committee will review all applications and screen for suitable candidates prior to setting scheduling interviews. If insufficient or inappropriate applications have been made, a decision for further recruitment (advertising) may be made at this time.
- The Executive Director will contact references

Project Employee

- A hiring Committee shall be formed of the Executive Director and one other Board member or employee.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.03
SUBJECT:	Background Checks
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Board and the Executive Director are accountable for making informed hiring decisions based on appropriate background information concerning candidates for employment. All employees are required to have a clear and current Criminal Record and a Child Abuse Registry check prior to commencement of employment. Forms can be obtained at the CNWRC. The CNWRC does not generally employ women with a criminal background in permanent positions; however there may be instances where women with a criminal background work on particular projects as part of a work or volunteer placement.

PROCEDURE:

- All employees are required to have a criminal background check and child abuse registry check completed every two years. The CNWRC will submit a letter to ensure there is no cost associated with these checks. If there is a cost, the employee is responsible for said costs.
- All background check letters will be kept in an employee's personnel file.
- Any expenses incurred for a new employee are the responsibility of the candidate. The record check and the child abuse registry check are the property of the candidate. In cases where background checks cannot be undertaken before an offer of employment is made, the hiring Committee will inform the candidate in writing that the offer of employment is conditional upon conclusion and results of the checks.
- If an employee has committed a crime and has been convicted of a crime during their employment, the CNWRC follows the above policy 2.05 Guidelines for Conduct.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.04
SUBJECT:	Orientation
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC will offer all new employees an opportunity to have a full and complete orientation to their new workplace. Orientation is an on-going learning process, which starts on the employee’s first day, to help employees understand their job and performance expectations, and organizational goals and priorities.

PROCEDURE:

- The Executive Director will lead the development of the orientation package. This information includes:
 - Overview of the position description and job posting
 - Information about roles and responsibilities, goals, and priorities
 - Introduction to the Board and team members
 - Information about work assignments
 - Information about the terms and conditions of employment, including a discussion about probationary periods, work hours, etc.
 - Review of performance appraisals and evaluation including timelines
 - Review of applicable dress code
 - Tour of work space
 - Equipment orientation and training
 - Occupational Health and Safety (OHS) information
 - Review of security procedures
 - Review of acronyms and common terminology used in the CNWRC
- It is the responsibility of the employee to inform the Executive Director if she does not understand any of the information provided in orientation.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.05
SUBJECT:	Probationary Period
APPROVED:	June 2018
REVISED:	April 2018

POLICY: All CNWRC employees will complete a three (3) month probationary period commencing from their start date unless otherwise agreed upon.

PROCEDURE:

- During the initial three (1.5) months of the three (3) month probationary period, employee shall have the opportunity to demonstrate their ability and personal suitability. At the end of three (3) months, the Executive Director may conduct an interim probationary period evaluation.
- Employee orientation will be arranged as needed with access to relevant documents, journals, books, and videos on topics relevant to their work.
- At the end of the probationary period, the Executive Director will conduct a more formal evaluation which will be reviewed by the Board. Employment status is granted if the performance is proven satisfactory.
- When an employee person's performance is not considered satisfactory, employment may be terminated on or before the end of the probationary period, except in exceptional circumstances where it is felt an extension is warranted. One extension, to a maximum of three (3) months may be recommended. In the three (3) months of the probationary period, the Executive Director, in consultation with the Executive Committee can terminate the employment of an employee in accordance with the current Nova Scotia Labour Standards Code.
- For the Executive Director, a probationary period of three (3) months will be required. During the first 1.5 months, the Executive Director shall have the opportunity to demonstrate the ability and personal suitability. At the end of the three (3) month period, if the evaluation is positive, the Executive Director will meet with the Chairs and one other Board member and be offered a full-time contract based on funding.
- When the Executive Director's performance is not considered satisfactory, employment may be terminated on or before the end of the probationary period, except in exceptional circumstances where it is felt that an extension is warranted. One extension, to a maximum of three (3) months may be recommended.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.06
SUBJECT:	Promotion/Transfer/Temporary Assignment/Demotion
APPROVED:	June 2018
REVISED:	April 2018

POLICY: All employees are eligible to advance and develop in terms of career, job level and wage. This may be employee or CNWRC initiated and may include promotion from part time to full time, temporary assignment in an Acting Executive Director role or demotion including termination.

At the initiation of the CNWRC or an employee, a person may be offered lesser hours permanently for any of a variety of reasons including:

- Medical
- Job performance not according to standards
- Reduction of hours due to funding availability
- Demotion

The maximum length of a temporary assignment will be 12 months.

PROCEDURE:

- If an employee has proven they are able to meet and exceed the demands of their job, they may be invited to apply for a full time position, based on availability including funding. They would submit a cover letter including the rationale for the promotion. The letter will be kept in the employee’s personnel files.
- If an employee is unable to maintain their current level of work, a meeting should be requested with the Executive Director in order to determine the best course of action. The actions will be guided by Section 10 and 11, Occupational Health and Safety and Discipline/Discharge and Voluntary Termination.
- If an employee is moved to a different position for the reasons noted above, at the end of a temporary assignment, the employee will return to the position she held before the assignment and to the applicable rate of pay in that job at the hours and pay initially offered if funding is available.
- If a change in duties, responsibilities, or pay is viewed as a substantial detriment to the person’s employment, no temporary assignment of more than three (3) months will be made unless it is a demotion due to job performance or the employee agrees with the change.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.06
SUBJECT:	Organizational and Technological Change
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Executive Director will be responsible for managing the re-training of employees to deal with and adjust to the effects of organizational and technological change.

PROCEDURE:

- Employee will be informed of any organizational changes being implemented. The implications of that change will be outlined to employee with explanation of the specific impact on their individual areas of responsibility.
- As new technology is introduced to the program, orientation and training will be planned and provided to employees, as required.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.08
SUBJECT:	Employee Status and Classification
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Each job classification shall have a designated status of: full time permanent, full time temporary, part-time temporary, or project/contract. The following shall be used to define the employee status and classification:

Full time

An employee will be assigned the status of a full time position, after successful completion of the probationary period and on the terms and conditions specified in their contract. Full time employees are normally scheduled to work an average of 37.5 hours per week on an ongoing basis. Full time employees are offered a salaried contract. The specifications of their position shall be clearly outlined in their contract. A copy of the contract will be kept in the employee’s personnel file and a copy will be given to the employee. Full time positions are not time limited, but are always contingent on:

- Successful yearly evaluations or other evaluations as may be required from time to time by the Executive Director.
- The ability of the organization to continue to finance and maintain such a position.
- The continuing need for the specific position as may be determined from time to time by the Executive Director.

Part -Time

Part-time status refers to employment for a specified number of hours and/or days and may be permanent or temporary in nature.

Part-time employees are normally scheduled to work no more than 30 hours per week. Their pay is pro-rated according to hours of work. Sick leave and holidays are accumulated on a pro-rated basis, according to actual hours worked.

Part time employees who work 30 hours per week are entitled to 1 week vacation, 4 sick days per year, and all other regular leave days including statutory holidays.

Part time employees who work less than 30 hours per week are entitled to 3 vacation days and 3 sick days per year, and all other regular leave days including statutory holidays.

The specifications of their position shall be clearly outlined in their contract. A copy of the contract will be kept in the employee's personnel file and a copy will be given to the employee.

Project

A project employee refers to employees working under a grant, bursary program or student/work placement or have accepted responsibilities and tasks on a fee-for-service basis which is employment for a limited period of time. The purpose of the project based employment may be to provide additional employee resources in a time of need or to work on a time-limited project or program.

Persons designated as project based will be required to complete the probationary period as outlined previously and continued employment will be contingent on successful evaluations based on the length of the contract. Project based employees are normally scheduled to work an average of 37.5 hours per week on a temporary basis unless otherwise notified

The specifications of their position shall be clearly outlined in their contract and job description. One copy of the contract will be kept in the employee's file and one copy will be given to the employee.

Unless otherwise outlined in the project agreement, project/temporary employee:

- Do not accrue annual sick leave days
- Do not accrue annual leave
- Are not entitled to any benefits
- Are entitled to statutory holidays
- In lieu of annual leave are paid 4% of gross salary (earned to date) in vacation pay.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.09
SUBJECT:	Monthly Reports
APPROVED:	June 2018
REVISED:	April 2018

POLICY: As an organization that relies on Government funding, the CNWRC Board and employee are expected to record all services provided. This information is prepared in the form of a monthly report for the Board from all employees (See Appendix C for templates).

PROCEDURE.

- All employees are expected to participate in report writing. All statistical data from the Support Workers will be compiled by the Office Manager. This data is due on the first Wednesday of each month and submitted to the Executive Director.
- The Executive Director and the Community Development Worker are responsible for their reports, due on the first Wednesday of each month unless otherwise agreed upon.
- All monthly reports will be submitted to the Board one week prior to all Board meetings.
- All professional development reports are due within 2 weeks of the event, to be submitted to the Executive Director and will be submitted to the Board on an on-going basis.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.10
SUBJECT:	Performance Appraisals
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Performance appraisals are based on principles of openness, objectivity and equity. They are a tool to:

- assess the employee’s contribution to the CNWRC.
- identify areas for improvement.
- identify professional development needs and
- acknowledge contributions and consider salary increase.

Employee performance appraisals will be completed with an employee in March before the end of the fiscal year by the CNWRC Executive Director. The Chairs of the Board will complete the annual performance appraisal of the CNWRC Executive Director. All employees shall participate in a performance appraisal.

PROCEDURE:

- Performance appraisals will be provided to the employee in electronic format, with at least seven (7) working days given to the employee as time to contemplate, complete and return is needed. The Executive Director will review, add comments and return to the employee within a week from the date of receiving, and meet with the employee to review.
- A performance appraisal will be administered during the probationary period and annually thereafter.
- Job descriptions will be re-assessed annually as part of the performance appraisal.
- The review will be discussed with the employee and changes may be made to the evaluation based on the discussion, which will then be recorded in the report.
- The report shall be signed by the employee and the Executive Director and placed in the employee’s personnel file.
- If at the end of the probationary period, reviews indicate that the employee’s performance is not satisfactory, the probation period may be extended or otherwise noted as per section 2.05.
- The Board may extend the probationary period of three (3) months for the Executive Director.

- The Executive Director will discuss performance with any employee on an on-going basis. Such discussions may be followed up by a written communication, a copy of which will be placed in the employee members file.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.11
SUBJECT:	Performance – Improvement Plan
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Performance improvement plans (PIP's) give employees the opportunity to succeed while still holding them accountable for past performance. PIPs may be used to address either failures to meet specific job performance-related issues or behavior-related concerns. PIPs may lead to several different outcomes, including improvement in overall performance, the recognition of a skills or training gap, or possible employment actions such as transfer, demotion or termination. Alternatively, a PIP may be used for employees who may be new to a role as a tool to communicate performance expectations.

PROCEDURE:

- The Executive Director will document guidelines for performance-related issues or behavior concerns which may include:
 - Performance deficiencies in measurable terms.
 - Detailed history of corrective steps.
 - Details of assistance provided to the employee.
 - Improvement or corrective action expected.
 - Recommended outcome.
 - Disciplinary measures taken (verbal, written).
 - Final warning to employee that she may be terminated and the performance related reasons for termination.
- The employee has the right to dispute the PIP and can use policy 2.08 Employee Concern/Resolution/Appeal Process in order to mediate the situation.
- If the performance improvement plan is unsuccessful, the employee may be terminated based on policy 11.02 Termination of Employment.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.12
SUBJECT:	Students and Volunteers
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Volunteers and/or students are required to adhere to the Personnel Policies of the CNWRC.

PROCEDURE:

- Volunteers and /or students must complete all volunteer paperwork, which includes all forms required of employee.
- Any volunteers and/or students involved with CNWRC will be provided with a copy of the manual, orientation documents, and training.
- Volunteers and/or students are expected to have a criminal background check and child abuse registry record completed. The CNWRC does not discriminate against those with a criminal background; however we reserve the right to screen out volunteers with a criminal background.
- Anyone with a criminal background must disclose.
- Volunteers and/or students are expected to submit a resume and references (if able).

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.13
SUBJECT:	Personnel/Volunteer Files
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The organization maintains personnel records for all employees, students and volunteers (including project persons). Employee and volunteer personnel files will include documentation, correspondence and information for each employee. The Executive Director maintains all personnel files indefinitely in a locked cabinet in the CNWRC.

All personnel records will include specific documentation related to:

- Cover letter, resume and application for employment
- Letters of reference which are submitted and/or reference checks
- Address and telephone number
- Emergency contact
- Social Insurance Number
- Criminal record check
- Child Abuse Registry check
- Signed Statement of Confidentiality (see Appendix D)
- Employment contract (if required)
- Job description
- Health verification where required
- Verification of education transcripts where required
- Performance evaluation(s) (written)
- Details of any and all wage adjustments, job modifications, leaves, vacation, sick time/lateness
- Disciplinary notices
- Letters of commendation
- other administrative details as required

PROCEDURE:

- The Executive Director may not place any documentation or information in an employee file without employee first having knowledge of such placement.
- Personnel files are kept in a locked filing cabinet in the Executive Director's office. The Executive Director's personnel file is kept in the Board of Directors filing cabinet at the CNWRC. The Office Manager will maintain a key to the filing cabinet.

- The Board shall have access to employee files during a disciplinary process if necessary.
- Employee may request to see their entire personnel file in the Executive Director's office in the presence of the Executive Director. Employees shall have access to their personnel file within a timely fashion
- Personnel files are retained for five (5) years following an employee's termination of employment with the CNWRC.
- Notice of a disciplinary action will be removed from an employee file five years following the date of notice. Information in an employee's personnel file shall not be given to any person without the prior consent and knowledge of the employee. In accordance with the Freedom of Information and Protection of Privacy Act (FOIP), the personnel records of any employee will not be shared in any manner with any other person without prior consent of the employee concerned.
- Any information in an employee file may be used by the CNWRC in proceedings arising out of a dispute between an employee and CNWRC.
- Each time that a personnel file is viewed, by an employee member or other person (in accordance with FOIP regulations) a record of this viewing will be recorded in the personnel file.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.14
SUBJECT:	Records Management
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC will manage records in order to meet its business, fiscal, and legal requirements. Records are kept in a locked cabinet in a locked room in order to protect privacy.

PROCEDURE:

- All employees are responsible for managing their own client records. Records should include personal information including name, date of meeting, and reason for meeting.
- All records will be kept for a maximum of five (5) years and destroyed.
- If clients request their file, they may have access to a copy or the original. They may request to keep the file, but the CNWRC will keep a copy of the file for a maximum of five (5) years.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.15
SUBJECT:	Expenses
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees will be reimbursed for essential work travel as well as meals and accommodations at the rate set and approved in the budget unless otherwise agreed upon.

PROCEDURE:

- All employees are expected to submit expenses to the Executive Director in a timely manner. All requests for expenses must be pre-approved by the Executive Director.
- Expense forms (see Appendix E) will be kept on the shared drive and in the employee forms filing cabinet.
- General expenses will be submitted and reimbursed on a monthly basis unless otherwise agreed upon.
- Expense claims are to be signed and submitted to the Executive Director, with appropriate documentation. Expense claims over six (6) months old will not be reimbursed unless otherwise agreed upon with the Executive Director.

Mileage

- Employee persons required to use their own vehicles while on CNWRC business out of town will be paid mileage at the current rate according to CONNECT rate, copy of current CONNECT rate to be attached to the expense report.
- Employees will be covered for in-town business including meetings or errands.
- In the event that an employee is travelling outside the region on organizational business and expecting to incur significant expenses, a travel advance must be requested and approved (see Appendix D).
- Mileage will be calculated starting from the centre to the first appointment.
- Travel to and from approved workshops and seminars will be covered at the approved rate unless otherwise stated.
- Whenever possible employees and/or others involved will travel together.
- If an employee's destination is further than 450 kilometres away, the use of the employee-driven vehicle should not normally be authorized. However, when travel by commercial carrier presents significant inconvenience or is not deemed practical by the CNWRC in terms of overall costs, including salary and other expenses, an employee-driven vehicle may be authorized.

- In the interest of safe driving, when employee-driven vehicles are authorized, employees should not normally be expected to drive more than:
 - 300 kilometres after having worked a full-day
 - 450 kilometres after having worked one-half day
 - 600 kilometres on any day when the traveler has not worked.
- Payments in excess of those normally incurred, such as road, ferry, bridge, tunnel, tolls, and parking charges shall be reimbursed based upon receipts, where available.
- To ensure that employees are adequately protected, privately owned vehicles used on the CNWRC's business shall, as a minimum, have basic insurance coverage. The employee is responsible for payment of their respective insurance premiums. When the use of a privately owned vehicle is authorized, the Executive Director must ensure that the employee is informed that the CNWRC assumes no financial responsibility beyond payment of the authorized kilometer (mileage) rate and that, in the event of an accident, the CNWRC assures no responsibility for the deductible amounts related to comprehensive or collision coverage.

Meal Allowance and Accommodation

- A daily per diem rate during business hours will be outlined and reimbursement for those expenses will be provided to the employee. Employees must fill out the approved travel form with per diem requests 2 weeks before the travel begins.
- The per diem rate for the CNWRC is based on the Nova Scotia Provincial Government travel rate.
- Where employees incur approved accommodation expenses they shall be reimbursed based upon actual expense, up to a maximum amount as approved by the Executive Director and, if required, the Board on case-by-case basis.
- Where the employee is required to be away overnight on CNWRC business and the Executive Director has authorized the use of private overnight accommodation, the employee may be reimbursed to a maximum of \$20.00 per night.
- When travel plans change and the accommodation will not be required, the employee shall ensure that reservations are cancelled directly with the commercial establishment(s). Proof of cancellation shall be obtained (i.e., cancellation number and agent's name).

- **Travel Status with Overnight Accommodation**
For each day or part day in travel status where overnight accommodation is authorized, an employee shall be paid a meal allowance for each breakfast, lunch, and dinner, when applicable, if the meal was not provided to the employee or as part of the transportation cost. When this allowance is paid, no additional amount may be claimed for meals, or for gratuities associated with meals.
- **Travel Status of Less Than One Day**
For travel status of less than one day, when a round trip journey generally takes place on the same calendar day, the appropriate meal expenses will be paid only where the CNWRC is satisfied that the employee was actually in a position to incur restaurant meal expenses and did not make other arrangements.
- Meal allowances are:
 - a) Breakfast per diem \$8.00
 - b) Lunch (mid-day) per diem \$15.00
 - c) Dinner (evening) per diem \$20.00
- Unless approved by the Executive Director, any costs incurred beyond per diem rates will be at the employee's expense. Receipts are not required for per diems.
 - **Breakfast**
The cost of breakfast may be claimed only when the employee has been travelling on the CNWRC's business for more than one hour before the recognized time for the start of the day's work.
 - **Dinner**
The cost of the evening meal may be claimed when the employee is not expected to return to his or her residence before 6:30 pm. If employee(s) are attending a conference or seminar, all meals not included in registration fees will be reimbursed by the program at the approved rate unless otherwise stated.
- If employees are away for only half a day, they will be reimbursed for the meal(s) that falls within that time frame.
- Reasonable expenses incurred by an employee on the business of the CNWRC may be reimbursed subject to the Executive Director's approval. In addition, where an employee is travelling on CNWRC business and overnight commercial accommodations have been authorized and used, the employee will be reimbursed an allowance of \$10.00 per day to cover miscellaneous out-of-pocket expenses.
- The policy on travel and meal allowance will be reviewed annually by the Executive Director and Board.

Air Travel:

- The standard for air travel is economy class and this includes charters and other reduced fares. In all instances, the lowest available airfares appropriate to particular itineraries shall be sought when making bookings. Discount and reduced fares shall be selected rather than full-fare economy when these rates are available.
- The cost of transportation to and from an airport shall be claimed and, wherever practical, such travel should be by airport bus or other economical means including private vehicle.
- Itineraries should be arranged to provide for an overnight stop after continuous travel time of at least nine hours.
- To alleviate fatigue caused by rapid time-zone changes or overnight travel, a suitable rest period will be arranged between the time the employee arrives at the destination and the time the employee is required to report for work.
- A refund of airfare paid by an airline to an employee who is bumped or voluntarily postponed his/her flight at the request of the airline will be refunded to the CNWRC.
- Local public transportation and inter-city buses should be used whenever practical.
- In general, the use of taxis should be confined to short trips in situations where it is not suitable or reasonable to use local public transportation. The points of departure and destination must be indicated.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.16
SUBJECT:	Financial Records
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC is accountable to the funders of the organization for responsible financial record keeping. As a publically funded organization all financial records are open to the public.

PROCEDURE:

- If a request for financial information is received, the CNWRC Executive Director, in conjunction with the Treasurer, will be responsible for responding.
- All financial records will be kept for a maximum of 7 years.
- Current fiscal year financial records will be kept in the office of the Executive Director.
- The financial records of the organization will be reviewed each year by an auditor appointed at the AGM.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.17
SUBJECT:	Job Descriptions
APPROVED:	June 2018
REVISED:	April 2018

POLICY: In furtherance of its Hiring Policy, CNWRC believes job descriptions are important tools for documenting the essential requirements of and skills needed to successfully perform on the job. Accordingly, reasonable efforts shall be undertaken to develop and maintain job descriptions for all job classifications.

PROCEDURE:

- Job descriptions shall be developed for all positions prior to initiating the hiring process. All job descriptions will include:
 - Position title
 - Minimum qualifications
 - Position duties and responsibilities
 - Reporting relationships
- Job descriptions shall be reviewed and modified for current positions within a reasonable period of time following a material change in the essential duties of the position, on an annual basis or more frequently as deemed appropriate by the Executive Director and the Chairs.
- The Executive Director shall be responsible for developing and maintaining operating standards that promote compliance with the terms of this policy.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.18
SUBJECT:	Employment Anniversary Date
APPROVED:	June 2018
REVISED:	April 2018

POLICY: An employee’s anniversary date will be the first day of work as a full time/part time/project employee person. This employment date will remain for the duration of their term of employment. Should the employee leave the position and be rehired at a later date, the employment date will be the most recent start date. This date is used to calculate increments and benefits where applicable.

PROCEDURE

- The first day of work with the CNWRC shall be the employee’s date of hire and shall become the employee’s anniversary date.
- An employee’s anniversary date will remain the same, unless she has a leave of absence from work of 52 weeks or more. If an employee has such a leave of absence, her anniversary date will be adjusted forward by the number of days of the entire leave of absence. The new date will become the employee’s adjusted anniversary date.
- Employees who terminate, and are rehired at a later time, will start their employment over with a new hire date and anniversary date.
- An employee’s years of service are based on the anniversary date or adjusted anniversary date.
- Certain benefits and procedures are determined by the employee’s anniversary date. These include, but are not necessarily limited to, the following:
 - Performance evaluations and/or wage and salary reviews
 - Earning of vacation and the taking of vacation
 - Accrual of sick leave benefits

PERSONNEL POLICY

SECTION:	Terms and Conditions of Employment
NUMBER:	3.19
SUBJECT:	Employee Attendance at Board Meetings
APPROVED:	June 2018
REVISED:	April 2018

POLICY: As a publically funded agency, the Board meetings of the CNWRC are open to the public including employee.

PROCEDURE:

- The Executive Director is responsible for attending all Board meetings. If the Executive Director is unavailable, an employee may present on her behalf.
- The Office Manager is responsible for recording minutes at all Board meetings.
- The Executive Director is responsible for recording all minutes at all Executive meetings.
- The Office Manager or other designate is responsible for recording minutes at any special or standing Committee meetings.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.20
SUBJECT:	Use and Safeguarding of Organizational Assets
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employee theft is the unauthorized removal of CNWRC property or assets by an employee. Employees are expected to exercise care and caution with the organization's property and equipment.

PROCEDURE:

- Allegations of theft or damage of property will be reported to the Executive Director and investigated.
- Restitution will be sought if the employee is found guilty of mismanagement or theft of assets.
- Misuse of, or damage to, the organization's assets may result in disciplinary action, including dismissal, depending on the circumstances.
- Employee theft of any kind will result in immediate dismissal without warning and possible legal action.
- The CNWRC staff will be responsible for a yearly audit/inventory of items in the Centre in order to ensure safeguarding of all assets.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.21
SUBJECT:	Honorariums/Donations/Gifts to employee
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees of the CNWRC are not entitled to donations of any kind. All donations are accepted on behalf of the CNWRC for use by the CNWRC. Honorariums received by employee for activities undertaken as part of their CNWRC duties or as a result of their position with the CNWRC are to be submitted to the CNWRC. The CNWRC recognizes that due to the nature of the work of the CNWRC, clients may periodically bring gifts to staff. Employees should do their utmost to ensure clients are aware that we do not accept gifts.

Employees will **never** give gifts to clients, unless the gift is part of a program through the CNWRC (ex: Christmas donations, hygiene kits).

PROCEDURE:

- All employees should do their utmost to ensure speaking fees etc. are free of charge. If an honorarium has been given, employees are expected to bring the honorarium to the Executive Director as soon as they are able.
- If a gift has been made, the client should be thanked and as soon as possible the employee should make the Executive Director aware. If a gift has been made and not accepted, it can damage the relationship between clients and employee.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.22
SUBJECT:	Funding/Donation Requests
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC will submit funding proposals for various projects and on occasion solicit donations for particular events.

PROCEDURE:

- All donation letters will be reviewed and signed by the Executive Director before being submitted.
- All funding requests over \$1000 must be signed by the Executive Director and one of the Co-Chairs of the Board.
- All funding requests must be submitted to the Board for the monthly Board meeting to review and approve, unless situations arise in which a short timeline for the funder requires an email approval.
- Thank you cards will be given to all people who make donations to the organization and charitable receipts will be issued based on CRA guidelines.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.23
SUBJECT:	Employee Appointment to Board
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Board encourages past employees of the CNWRC to join the Board once the appropriate time has passed.

PROCEDURE:

- All resigning employees will be made aware of the waiting time to join the Board which is three (3) years.
- All Board applications will be reviewed by the Executive Committee and brought to the Board for final discussion and approval or denial.
- All rejected Board applications will be responded to and include the reason why they are unable to join the Board.
- No terminated employee may join the Board at any time.

PERSONNEL POLICY	
SECTION:	Terms and Conditions of Employment
NUMBER:	3.24
SUBJECT:	Board applications for employee positions
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC Board members may not apply for internal employee positions. If a past Board member wishes to apply for a position, they must have resigned their seat from the Board for at least twelve (12) months before applying for a position.

PROCEDURE:

- All applications will be screened by the Executive Director and the EXECUTIVE Chairs or other designated member as per Section 3, Fair Hiring Practices.
- If an application is received and is deemed to be from a Board member, it will be flagged and the Board member will be notified of their removal as a candidate from the process.
- If a past Board member has waited the appropriate twelve (12) months or more, her application will be reviewed using the fair hiring practices policy.

SECTION 4

PERSONNEL POLICY	
SECTION:	Professional Development
NUMBER:	4.01
SUBJECT:	Professional Development Goals
APPROVED:	June 2018
REVISED:	April 2018

POLICY: CNWRC strongly believes in continuous learning and the need for professional development for employee and will establish an annual Training and Development Plan and Budget. The CNWRC will encourage and enable employees to improve and develop their professional skills through professional development goal setting. Employees may also request to attend conferences, meetings or training sessions that will further their personal career development. Professional development plans of employee will be developed to reflect the needs of the program and the individuals involved. This will blend the needs of the CNWRC as well as the needs and aspirations of the employee. CNWRC will offer employees:

- Job specific training - training and development that increases employee skills and abilities to meet the requirements of the current position
- Career development - training and development that build employee competencies to prepare them for future positions
- Educational development - courses through a credited educational institution

PROCEDURE:

- The Executive Director, in consultation with the employee will help identify and develop overall development goals for the program.
- The Executive Director will work with each employee member to set individual professional development goals.
- Full time and part-time employees may take advantage of courses offered to enhance their competency skills at the discretion of the Executive Director. Some training may be considered mandatory by the Executive Director.
- All employees are encouraged to attend relevant courses, seminars, conferences and workshops where the content is directly related to the goals of the organization, subject to approval by the CNWRC Executive Director. Where the CNWRC budget allows, the CNWRC will assist with the costs of development activities for employee.
- When more than one employee is attending employee development meetings, mileage will be provided for one vehicle. Employee may share mileage should they choose to take more than one vehicle.

PERSONNEL POLICY	
SECTION:	Professional Development
NUMBER:	4.02
SUBJECT:	Reimbursement for Professional Development
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Current budget provisions shall govern the number of professional development opportunities for employee. All full time employees will be given a bank of \$1000/year for professional development opportunities. All part-time employees will be given a bank of \$500/year for professional development.

PROCEDURE:

- The Executive Director will develop a professional development plan with each employee.
- The amount of funding available for professional development programs will be designated yearly in the budget.
- Every effort will be made to cover and/or reimburse all related cost employee development up to the maximum. Although at times it may be necessary for employee training to be cost shared between the employee and the organization.
- If an employee wishes to cost share, a request must be made to the Executive Director, who will review with the Board.

PERSONNEL POLICY	
SECTION:	Professional Development
NUMBER:	4.03
SUBJECT:	Work Planning
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Executive Director and employee will develop a work plan for each fiscal year based on funding and the strategic plan.

PROCEDURE:

- A work planning session for each program within the organization will take place in January and February each year. All relevant employees are expected to attend and participate
- The Executive Director will set the date(s) for employee and training.
- Employees are required to attend and participate unless otherwise informed by the Executive Director.

SECTION 5

PERSONNEL POLICY	
SECTION:	Hours of Work
NUMBER:	5.01
SUBJECT:	Hours of Work/Attendance
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC is open five (5) days per week, Monday to Friday. Hours of operation are from 8:30am to 4:30pm. It is expected that CNWRC will be open during regular hours of operation (closing for lunch between 12-1pm) with exceptions according to the Executive Director's discretion. Employee's hours of work will be negotiated on an individual basis and under the discretion of the Executive Director. Consideration of offering optimum services is to remain foremost in considering work schedules.

PROCEDURE:

- Employees' hours of work will be negotiated on an individual basis and under the discretion of the Executive Director. The hours of work will be part of each employee's contract.
- For each shift which is longer than five (5) consecutive hours, CNWRC shall provide an unpaid meal break of one half (1/2) hour and a paid meal break of one half (1/2)hour.
- The office will be closed between the hours of 12-1pm to allow employees to rest between appointments as well as do any errands or attend appointments.
- Employees are expected to use their lunch hour to attend to any personal issues.
- All employees are expected to work 7.5 hours per day unless otherwise approved by the Executive Director.
- Employee shall not work more than 12 hours per day.

PERSONNEL POLICY

SECTION:	Hours of Work
NUMBER:	5.02
SUBJECT:	Overtime
APPROVED:	June 2018
REVISED:	April 2018

POLICY: CNWRC does not anticipate a need for employees to work overtime other than when events are scheduled in the evenings and/or on weekends. When overtime is approved by the Executive Director, the employee will be compensated as per NS Labor Standards.

PERSONNEL POLICY

SECTION:	Hours of Work
NUMBER:	5.03
SUBJECT:	Time Off in Lieu of Overtime
APPROVED:	June 2018
REVISED:	April 2018

POLICY: This policy terminated June 2018 as per policy 5.02

PERSONNEL POLICY	
SECTION:	Hours of Work
NUMBER:	5.04
SUBJECT:	Volunteer Commitments
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC encourages all employees to participate in a volunteer Board of their choosing, keeping in mind the time commitment required. CNWRC will offer all employees two (2) hours per month to participate in the Board of their choosing.

PROCEDURE:

- All volunteer activities will be approved by the Executive Director
- Employees must submit the name of the Board as well as the time commitment required, the dates and times of meetings.
- If meetings take place in the evening, unless otherwise agreed, employee will either come late or leave early to accommodate for the extra time.
- If meetings take place during the day, employee will be paid regular hours to attend

PERSONNEL POLICY	
SECTION:	Hours of Work
NUMBER:	5.05
SUBJECT:	Lateness and Absenteeism
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC offers numerous programs and services and must operate efficiently in order to support this effort. In order to do this in a tradition of high quality, our programs must be fully staffed. Absenteeism and lateness detract from this service and cause an undue burden for those employees who must fill in for absent employees. Each employee is expected to report to work promptly at the beginning of the day and after lunch. If an employee finds it necessary to be absent from work, such absence should be immediately reported to the Executive Director. A record of tardiness and inexcusable absence may interfere with promotion and may result in loss of pay or disciplinary action as per section 11 Discipline, Discharge/Voluntary Termination. In regard to attendance and lateness, employees are expected to maintain good personal health standards which will allow them to perform their work in a competent manner on a regular basis and avoid letting minor ailments keep them from performing their jobs. At the same time, good judgment should be used with respect to contagious ailments which might have an adverse effect on other employees. All employees should do their utmost to attend to personal affairs during nonworking hours including lunch break. If for unforeseen circumstances an employee is unable to maintain regular duties, the Executive Director will review the situation with the Executive Committee for review and decision making.

PROCEDURE:

- All employees are expected to notify the Executive Director and Office Manager as soon as possible in regards to either their late arrival or if they will be absent. They should be notified by phone if possible, and if not possible, then by email.
- The Executive Director is responsible for maintaining the lowest practical level of absence. The Executive Director will talk with the employee returning from an absence to determine the reason behind the absenteeism.
- The Executive Director will keep in mind the following:
 - Frequency of absence. Frequent short-term absences often indicate the formation of poor attendance habits.
 - Patterns of absence. A pattern of Monday or Friday absences, or absences on the day before or after a holiday or long weekend, will indicate an unsatisfactory attendance pattern.

- Causes of absence. Absences of a questionable nature or those absences which could have been avoided by proper advance planning should be monitored closely.
- Lateness record. Lateness should be considered with absenteeism in determining unsatisfactory attendance patterns.
- Length of service. An employee with long service and an attendance record which in previous years has been good would be given a little more latitude in any particular year when there is a noticeable change in attendance.
- If the employee is chronically absent or late, the following steps will be taken:
 - a) The Executive Director will meet with the employee to determine the cause of the lateness or absenteeism. This meeting will be recorded.
 - b) The Executive Director will review with the employee her personal attendance record.
 - c) A statement of why the record is unsatisfactory, and that it must be corrected, will be recorded as well as the discussion of the reasons for absence and for not calling in, if applicable. Here the Executive Director should listen closely to the employee's stated reasons and try to assess their validity.
 - d) An inquiry to the employee as to whether she thinks her personal attendance record is satisfactory.
 - e) Finally, if the absenteeism or lateness continues, the employee will be made aware of corrective action as per Section 11
- Payment will not be made for time lost due to unauthorized absences; in addition, disciplinary action will be taken.

PERSONNEL POLICY	
SECTION:	Hours of Work
NUMBER:	5.06
SUBJECT:	Payment of Wages
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC has established and maintains a process for the timely payment of wages to those full-time, part-time and project employees on the CNWRC Payroll. In consultation with the bookkeeper, all employees will be paid on a bi-weekly basis by cheque. During holidays, employee will be given post-dated cheques to ensure no disruption in their lives.

PROCEDURE:

- All employees may only be recruited for budgeted positions. Where a position has not been budgeted for, the Executive Director and the Board must first approve the position before recruitment may commence.
- In order for employee to be paid, they must be established on the CNWRC Payroll. Once established on the Payroll, a CNWRC employee will continue to be paid until terminated.
- The Executive Director or Executive Committee sends out Letters of Offer to all employees.
- Employee will be paid by cheque on Thursdays.

SECTION 6

PERSONNEL POLICY	
SECTION:	Transportation/Travel
NUMBER:	6.01
SUBJECT:	Inclement Weather Closure
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The safety of our employee and clients is our highest priority. The CNWRC will close because of severe weather when normal operation would pose a significant danger to employees, volunteers or clients, or would prevent them from coming to the centre or returning safely to their homes. Such a decision will be made by the Executive Director in consultation with the Chairs.

PROCEDURE:

- The Executive Director will send out a mass message to all employees in the event of a closure as early as possible. The weather will be reevaluated at 11:00am for a potential afternoon opening if the weather permits.
- The Office Manager will contact radio stations and update the website and all social media sites regarding our closure and that updates will be made at 11:00am.
- In the case of an impending storm, all clients should be notified the day before to check to make sure the centre is open through the internet. If possible, clients will be notified the day of. Clients will be asked to check the Facebook page and website for closures if they are unsure as to whether we are open.

PERSONNEL POLICY	
SECTION:	Transportation/Travel
NUMBER:	6.02
SUBJECT:	Inclement Weather Travel
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Travel should not be made in adverse weather conditions. If the visibility factor is poor, highway travel is not recommended. If the weather conditions improve during the day, employees will be expected to use their judgement in rearranging schedules. Survival gear, an emergency kit and cell phone are recommended for personal vehicles.

PROCEDURE:

- Check internet, radio/TV or information regarding highway conditions.
- Employees are given flexibility to work from home if the weather is unsuitable for travel to and from the CNWRC. All employees will contact the Executive Director to determine the best course of action. Employees should use their judgement as to whether the conditions are safe enough to travel.
- In the event of travel and adverse weather conditions the following stipulations shall be followed:
 - Before departing to/from a location, inform the Office Manager or if not available, the designated employee, the estimated time of arrival and routes you plan to take.
 - Once you have arrived at your destination, notify the Office Manager or contact person. If this does not occur within thirty (30) minutes of the estimated arrival time, the contact person will attempt to make contact with the employee. If this is not successful, the contact person will telephone the location to check on your arrival/departure.
 - If still not successful, the Office Manager/contact person will make contact with next of kin and possibly notify the R.C.M.P., if required.

PERSONNEL POLICY	
SECTION:	Transportation/Travel
NUMBER:	6.03
SUBJECT:	Vehicle Insurance and Transportation of Clients
APPROVED:	June 2018
REVISED:	April 2018

POLICY: All employees required to have a vehicle as part of their work must have a current Nova Scotia driver's license and have access to a reliable vehicle. They must carry a minimum personal insurance coverage and ensure their vehicles are in good working order. **Employees or volunteers or anyone affiliated with the CNWRC will not, under any circumstances, transport clients in their personal vehicles.**

PROCEDURE:

- A copy of an employee's driver's license will be kept in their personnel files, along with a copy of their insurance policy.
- If a client requires transportation, a taxi can be arranged to and from the centre through Truro Taxi on a case by case basis.
- If it is a health emergency, an ambulance will be called.

PERSONNEL POLICY	
SECTION:	Transportation/Travel
NUMBER:	6.04
SUBJECT:	Air Travel
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC encourages opportunities for professional development including travel for employee. All reasonable efforts should be made to apply for scholarships for travel outside of the Maritime Provinces. All monies for air travel are to be used prudently and responsibly with a focus on accountability and transparency. Air travel must be necessary and economical with due regard for health, safety and security. All air travel will be economy class. Under no circumstances will business class air travel be covered.

PROCEDURE:

- If an employee is attending a seminar, conference, speaking engagement, or other professional development event they will be able to apply for air fare as the Professional Development budget allows.
- All requests for air travel must be made at least two (2) weeks prior to any travel, and will be reviewed for acceptability by the Executive Director.
- All requests must be approved by the Executive Director (see professional development policy).

SECTION 7

PERSONNEL POLICY	
SECTION:	Human Rights in the Workplace
NUMBER:	7.01
SUBJECT:	Discrimination
APPROVED:	June 2018
REVISED:	April 2018

POLICY: CNWRC will provide a workplace free of discrimination regarding employment or any term or conditions of employment, because of race, religious beliefs, color, gender identity or gender expression, mental or physical disability, marital status, age, ancestry, place of origin, family status, source of income, sexual orientation or any other status. A workplace free of discrimination applies to recruiting, hiring, assignment of work, rates of payment, training, opportunities for advancement, or conditions of employment, provided the candidates are qualified and meet physical requirements established for the position.

PROCEDURE:

- The CNWRC and employees will be familiar with the steps involved in the Complaint procedure. assessment, investigation, settlement and Board Inquiry, as outlined in the *Nova Scotia Human Rights Act*

PERSONNEL POLICY	
SECTION:	Human Rights in the Workplace
NUMBER:	7.02
SUBJECT:	Violence in the Workplace
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Workplace violence is an Occupational Health and Safety Hazard. The Board and management of the CNWRC are committed to the prevention of workplace violence and are ultimately responsible for worker health and safety. We will take whatever steps are reasonable to protect our workers from workplace violence from all sources. Violent behaviour in the workplace is unacceptable from anyone. Everyone is expected to uphold this policy and to work together to prevent workplace violence. This policy prohibits retaliation against any employee who, in good faith, reports a violation of this policy. All reports of violence will be handled in a confidential manner, with information released on a need-to-know basis. Deliberately false or misleading claims of violence that appear to have been filed with the intention to harass or that appear to be frivolous or an abuse of the violence reporting process shall be considered instances of unacceptable personal conduct and may be subject to disciplinary action, up to and including dismissal.

No employee or volunteer shall bring into the CNWRC any weapon or dangerous instrument. No employee or volunteer shall use, attempt to use, or threaten to use any such weapon or dangerous instrument in the CNWRC. No employee or volunteer shall cause or threaten to cause death or physical injury to any other CNWRC employee or volunteer.

Definitions Associated With Workplace Violence:

- **Verbal abuse:** is the use of vexatious comments that are known, or that ought to be known, to be unwelcome, embarrassing, offensive, threatening, or degrading to another person (including swearing, insults, or condescending language) which causes the person to believe their health and safety is at risk
- **Threat:** (verbal or written) is a communicated intent to inflict physical or other harm on any person or to property by some unlawful act. A direct threat is a clear and explicit communication distinctly indicating that the potential offender intends to do harm, for example, "I am going to make you pay for what you did to me." A conditional threat involves a condition, for example, "If you don't leave me alone you will regret it." Veiled

threats usually involve body language or behaviours that leave little doubt in the mind of the victim that the perpetrator intends to harm.

- **Physical attacks:** are aggressive resulting in a physical assault/abuse with or without the use of a weapon. Examples include hitting, shoving, pushing, punching, biting, spitting, groping, pinching, or kicking the victim, unwelcome displays of affection or inciting a dog to attack.
- **Psychological abuse:** is an act that provokes fear or diminishes an individual's dignity or self-worth or that intentionally inflicts psychological trauma on another.
- **Assault:** is any intent to inflict injury on another, coupled with an apparent ability to do so. any intentional display of force that causes the victim to fear immediate bodily harm.
- **Sexual abuse:** is any unwelcome verbal or physical advance or sexually explicit statement, displays of pornographic material, pinching, brushing against, touching, patting, or leering which causes the person to believe their health and safety is at risk.
- **Sexual assault:** is the use of threat or violence to force one individual to touch, kiss, fondle, or have sexual intercourse with another.
- **Near miss:** is an act of striking out, but missing the target.
- **Harassment:** Is engaging in any vexatious comment or conduct that is known or out reasonably to be known to be unwelcome and which causes the person to believe their health and safety is at risk.

PROCEDURE:

- The Executive Director shall review the effectiveness of the work place violence prevention measures and update them whenever there is a change that compromises the effectiveness of those measures, but at least every year.
- The review shall include consideration of the following:
 - work place conditions and work locations and activities.
 - work place inspection reports.
 - the employees' reports and the CNWRC's records of investigations into work place violence or the risk of work place violence.
 - work place health and safety evaluations.
 - data on work place violence or the risk of work place violence in the employees' work place or in similar work places.

- the observations of the work place health and safety representative. and other relevant information
- The CNWRC shall keep, for a period of three years, a written or electronic record of findings following the review of the work place violence prevention measures, and make it readily available for examination by a health and safety officer.
- The Executive Director will conduct an initial investigation into all incidents of workplace violence, taking steps to mitigate immediate risks, and conducting safety planning with affected persons.
- Employees are expected to contact the Executive Director immediately after an experience of workplace violence.
- If the employee cannot meet with the Executive Director (she is the perpetrator), the employee has a responsibility to request a meeting with the Board Chairs in writing.
- If the Executive Director is the victim and the Board is the perpetrator, the Executive Director will contact an outside agency for investigation and remediation.

PERSONNEL POLICY	
SECTION:	Human Rights in the Workplace
NUMBER:	7.03
SUBJECT:	Sexualized Violence
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Sexualized violence is prohibited in the workplace and elsewhere in the course of employment responsibilities or working relationships i.e. at work-related social events, work-related conferences or training events, or during work-related travel.

It is the policy of the CNWRC that every person has the right to be treated with dignity and respect and to be free from all forms of sexualized violence in the workplace. All forms of sexualized violence are contrary to the high standards of conduct required of all employees, volunteers and students and may lead to disciplinary action. All employees and volunteers are expected to take responsibility for their own actions and to conduct themselves in accordance with this policy.

The CNWRC places the highest priority on the prevention and elimination of sexualized violence in the workplace, bearing in mind that sexualized violence may be detrimental to an individual's physical and psychological well-being, lower morale and disrupt the working environment. The CNWRC wishes to emphasize that all complaints of sexualized violence will be investigated seriously and that disciplinary sanctions will be applied, as appropriate. Any proven false and malicious or vexatious accusations of sexualized violence will be deemed to constitute a violation of the above standards of conduct and disciplinary actions will be applied, as appropriate.

It is essential to emphasize that sexualized violence refers to conduct which is unwanted and unwelcome to the recipient. As this is the key factor that distinguishes it from friendly, flirtatious or other relations that are freely and mutually entered into, it is important that a person who believes that she or he is the victim of sexualized violence clearly communicates this (either directly or through a third party) to the person engaging in the unwanted and unwelcome behaviour. Some examples of physical conduct of a sexual nature, which, if unwanted and unwelcome, may constitute sexualized violence include: touching, patting, pinching or any other unsolicited physical contact. Verbal conduct of a sexual nature may include unwelcome any unwanted sexual comments, sexually oriented comments about physical appearance, requests for sexual favours and continued suggestions for private social activity after it has been made clear that such requests and suggestions are unwelcome. Offensive verbal conduct could also include jokes of a sexual nature, offensive flirtation or lewd remarks,

comments on a person's sexual orientation, or remarks of a sexual nature, such as expressions of sexual interest that are addressed directly to the person. Non-verbal conduct of a sexual nature may include the display of sexually suggestive pictures, objects or written materials, or sexually suggestive gestures.

Individuals are encouraged to notify the presumed harasser that his or her behaviour is unwelcome and unacceptable. The objectionable conduct should then immediately cease. Where the relative power or status of the persons involved or other considerations make direct discussions difficult, the individual is nevertheless encouraged to attempt to resolve the matter informally through seeking dialogue and/or assistance from other persons as per Policy 2.08 Employee Concern/Resolution/Appeal Process.

PROCEDURE:

- An individual who believes that she or he has been or is the victim of sexualized violence, should make personal written notes of relevant events, as soon as possible after the incident(s) has (have) occurred, noting date(s), place(s), a short description of what happened and the names of any witnesses and/or of any third parties to whom the incident might have been mentioned. The employee may also wish to discuss the incident(s) with a colleague or a friend.
- A meeting should be requested between the employee and the Executive Director in writing to document the meeting.
- If the ED is the aggressor, the employee may request a meeting with the Chairs. The Chairs will meet with the employee making the complaint, their support person and record the details of the meeting, to be kept in the employee's file.
- The Executive Director will meet with the employee making the complaint, their support person, and record the details of the meeting, to be kept in the employee's personnel file.
- If the employee has attempted to resolve the sexualized violence, detailed notes on the attempt should be kept.
- It is the responsibility of the Executive Director to determine the disciplinary action required
- If the Executive Director is unable to resolve or is the victim, third-party assistance is required. The individual may request the assistance of the Executive Director or the third party to assist with the resolution of the matter through dialogue.
- In order to initiate a formal grievance, the individual shall make a written notice to the Executive Director within 6 months of the occurrence of the behaviour which gave rise to the grievance.

- The ED shall review the matter within one month and notify the individual of the measures it intends to apply, which may include referring the matter for investigation and interim measures (see section for disciplinary action).
- If the individual is not satisfied with the measures proposed by the ED, the individual grievance shall be submitted to the Chairs of the Board for follow up within 4 weeks.
- The Executive Director shall investigate to her/his fullest ability and a written decision shall be made, copies being sent to the individuals involved in the harassment action.
- Individuals who engage in such behavior will be subject to disciplinary action up to and including termination.
- The Executive Director is responsible to take reasonable measures to ensure that the work environment is free from sexualized violence.
- All sexualized violence complaints and responses shall be treated as confidential matters and subject to the requirements of this policy.

SECTION 8

	PERSONNEL POLICY
SECTION:	Compensation/Benefits
NUMBER:	8.01
SUBJECT:	Vacation
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC recognizes the employee's need for rest and recreation from work and expects them to schedule vacation time. Vacation is taken after it is earned and approved by the Executive Director. Employee's requests, as well as the operational demands of the organization and the responsibilities of employees will be considered when scheduling vacations. At the time of hiring an employee will be given a bank of vacation days which may not be used until successful completion of the probationary period unless otherwise agreed upon by the Executive Director or the Board. Vacation days will be prorated based on month of hire. Employees are entitled to use vacation days for purposes of vacation, sickness, family responsibility, or other personal reasons. Employees earn vacation time based on length of service. When employment is terminated, any unused vacation days will be paid out monetarily to the employee. If vacation days have been used prior to their perspective accumulation, the amount of the vacation days will be deducted from the employees final pay cheque. Vacation days will be given to employees using the following scale:

- Hiring -4 years (15 days)
- 5 years-9 years (20 days)
- 10 years-14 years (25 days)
- 15 years and over (30 days)

Employees begin earning vacation time when they begin work. If employees are hired after April 1, they will receive 1.25 vacation days per month until the new fiscal year when their full 15 or more days will begin.

An employee may carry over no more than 5 vacation days per year.

When the death of an immediate family occurs while a employee member is on vacation or an employee becomes ill, disabled or requiring hospitalization during vacation, their vacation may be rescheduled if the employee provides a medical certificate or other appropriate documentation.

PROCEDURE:

- Employees must submit their written vacation requests to the Executive Director at least 4 weeks before vacation is expected to be taken. Vacation request forms

can be found on the shared file and shall be kept in the employee's vacation request file in their personnel files. When employment is terminated before all earned vacation time has been taken, all outstanding vacation entitlement will be paid out on the final pay.

- Similarly, unearned vacation taken prior to employment termination will be adjusted on the employee's final pay.
- Vacation pay will be paid on regularly scheduled pay days.
- It is the responsibility of the Executive Director to ensure adequate coverage during employee's vacation times.

PERSONNEL POLICY	
SECTION:	Compensation/Benefits
NUMBER:	8.02
SUBJECT:	General Holidays
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees are entitled to benefits are outlined below for holidays. ALL employees will be paid for the following designated holidays with full pay:

New Years Day	Labor Day	Good Friday	Easter Monday
Victoria Day	Canada Day	Natal Day	Thanksgiving Day
Remembrance	Christmas Day	Boxing Day	Heritage Day

Specific Christmas Holidays: The CNWRC will close between 1pm on Christmas Eve and January 2. All employees will be paid for this time.

To have a day off with pay for these holidays, an employee must be entitled to receive pay for at least 15 of the 30 calendar days before the holiday and have worked her last scheduled shift or day before the holiday and the first scheduled shift or day after the holiday. These requirements would also include any paid leave of absences such as sick time or training.

EXCEPTION

If a CNWRC tells an employee not to report for work on her last scheduled work day immediately before the holiday, or the next scheduled work day after the holiday, then the employee is still entitled to receive holiday pay if she meets the first qualification. The organization is sensitive to the cultural and religious differences among its employee. Employees are encouraged to make personal arrangements with the Executive Director to observe any cultural and/or religious holidays not covered in the above list of holidays.

PERSONNEL POLICY	
SECTION:	Compensation/Benefits
NUMBER:	8.03
SUBJECT:	Group Insurance, Benefits, Pension Plans
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC acknowledges compensation is only one element in an equitable and competitive work environment; however the health of all employees is paramount to providing a comprehensive service to clients. The CNWRC is able to offer a comprehensive health benefit program through the Chamber of Commerce health benefit program which is a cost shared program between employee and the CNWRC. All employee are encouraged to participate in health benefits. CNWRC and employee will share the cost of Health and Dental (if applicable) 50/50. Employees will be required to pay 100% of life insurance, LTD and Critical illness (if applicable).

PROCEDURE:

- All employees will be offered an opportunity for benefits and will apply accordingly.
- If financial constraints apply, benefits may be discontinued with 3 months' notice being given.

SECTION 9

PERSONNEL POLICY	
SECTION:	Leave of Absence
NUMBER:	9.01
SUBJECT:	Sick Leave
APPROVED:	June 2018
REVISED:	April 2018

POLICY: All full-time and part-time permanent employees are entitled to sick leave as outlined below. Project employees are not entitled to sick leave.

GUIDELINES:

Sick leave defined:

- (a) Sick leave means the period of time an employee is absent from work by virtue of being sick or disabled, or because of an accident for which compensation is not payable under the Worker's Compensation Act and shall be payable from the first day of illness.
- (b) Sick leave is an indemnity benefit and not an acquired right. An employee who is absent from a scheduled shift on approved sick leave shall only be entitled to sick pay if not otherwise receiving pay for that day, and providing the employee has sufficient sick leave credits.

Sick/medical leave is to be used for illness or medical appointments of the employee or immediate family. It can also be used in times of family emergency/need. This leave is given in trust that employee will not abuse the time allotted. It cannot be used simply to extend holidays or annual leave. It cannot be carried forward from year to year. If an employee is unable to work because of sickness or ill health, it is the responsibility of the employee to notify their supervisor immediately.

The organization may request a doctor's certificate after three (3) days absence.

PROCEDURE:

- The employee is directed to notify the Executive Director of inability to report to work due to family responsibility leave prior to the start of the work day through either phone or email. If the Executive Director is unavailable, the employee is expected to leave a message on the answering machine.
- A record of all leave must be maintained in the employee's personnel file.

The Executive Director must record in their Personnel File as well as notify the bookkeeper of an employee's absence for record keeping purposes. Unused sick leave is not available for vacation or cash payment.

Employees still absent from work due to illness beyond the earned sick leave benefits may be eligible to apply for Employment Insurance. Employees should check with EI for details. Sick leave entitlement may not be taken in advance of earning it.

Paid Sick Leave Accrual:

Paid sick leave credits shall accumulate at the rate of 1 day per month (this is equivalent to twelve (12) days per year for full-time employees. Part-time employees who work 30 hours per week are eligible for 5 sick days per year. Part-time employees who work less than 30 hours per week are entitled to 3 sick days per year. Accrual is effective the first day of employment. Employees shall not be eligible for paid sick leave during their probationary period but shall be credited with sick leave accrued upon completion of her probationary period.

Benefits not paid during: Certain Periods:

General illness leave and short-term illness leave benefits will not be paid when an employee is:

- (a) Receiving designated paid holiday pay.
- (b) On suspension without pay
- (c) On a leave of absence without pay

Proof of Illness:

An employee may be required by the Executive Director and/or Board to produce a certificate from a legally qualified medical practitioner for any period of absence for which sick leave is claimed by an employee over 3 days. If a certificate is not produced after such a request, the time absent from work will be deducted from the employee's pay. Where the Executive Director or Board has reason to believe an employee is misusing sick leave privileges, the Executive Director and/or Board may issue the employee a standing directive that requires the employee to submit a medical certificate for any period of absence for which sick leave is claimed.

PROCEDURE:

- The employee is directed to notify the Executive Director of inability to report to work due to illness prior to the start of the work day through either phone or

email. If the CNWRC Executive Director is unavailable, the employee is expected to leave a message on the answering machine.

- Employees must provide a medical certificate for sick leave in excess of three (3) consecutive days unless otherwise approved by the Executive Director.
- A record of all sick leave must be maintained in the employee's personnel file.
- After accumulated sick leave is used, the employee should apply for Employment Insurance.
- The CNWRC Executive Director will advise each employee of the amount of sick leave accrued to her credit after the close of each fiscal year.

PERSONNEL POLICY	
SECTION:	Leave of Absence
NUMBER:	9.02
SUBJECT:	Leave for Family Illness
APPROVED:	June 2018
REVISED:	April 2018

POLICY: In the case of illness or medical appointment of a member of an employee’s immediate family, meaning partner, child/step-child, parent, sibling, or other person living in the household and dependent for care upon the employee, the employee, after notifying the CNWRC Executive Director, will be granted leave with pay for up to five (5) days per annum, for the purpose of making such arrangements as are necessary to permit the employee’s return to work. This time taken will be deducted from accrued sick time. After the five paid days, the leave will be unpaid, job-protected leave of up to a 26-week period.

Family medical leave may be taken to provide care or support to certain family members and people who consider the employee to be like a family member in respect of whom a qualified health practitioner has issued a certificate indicating that he or she has a serious medical condition with a significant risk of death occurring within a period of 26 weeks. Family caregiver leave is another job-protected leave available under the Employment Standards Act, 2000 (ESA) for employees with certain relatives who have a serious medical condition. One of the main differences between family medical leave and family caregiver leave is that an employee may be eligible for family caregiver leave even if the family member who has a serious medical condition does not have a significant risk of death occurring within a period of 26 weeks. All employees are entitled to this leave.

Care or support includes, but is not limited to: providing psychological or emotional support. arranging for care by a third party provider. or directly providing or participating in the care of the family member.

The specified **family members** for whom a family medical leave may be taken are:

- the employee's spouse (including same-sex spouse)
- a parent, step-parent or foster parent of the employee or the employee's spouse
- a child, step-child or foster child of the employee or the employee's spouse
- a brother, step-brother, sister, or step-sister of the employee
- a grandparent or step-grandparent of the employee or of the employee's spouse
- a grandchild or step-grandchild of the employee or of the employee's spouse

- a brother-in-law, step-brother-in-law, sister-in-law or step-sister-in-law of the employee
- a son-in-law or daughter-in-law of the employee or of the employee's spouse
- an uncle or aunt of the employee or of the employee's spouse
- a nephew or niece of the employee or of the employee's spouse
- the spouse of the employee's grandchild, uncle, aunt, nephew or niece

PROCEDURE:

- The request for leave for family illness is to be made to the Executive Director including the reason for the leave, type of leave requested and the expected length of the leave. The Executive Director, or if not available, the Board Chairs, must approve a request for leave for family illness.

PERSONNEL POLICY	
SECTION:	Leave of Absence
NUMBER:	9.03
SUBJECT:	Bereavement Leave
APPROVED:	June 2018
REVISED:	April 2018

POLICY: All CNWRC Employees are entitled to bereavement leave. When a death occurs in the immediate family (partner, child, sibling, mother, father, stepparents/stepchildren/stepsiblings, grandparent, grandchildren and guardian of an employee), when the employee is at work, or scheduled to go to work, the employee will be granted pay for the remainder of the day. Bereavement leave shall commence at midnight of the day of the death, and will extend five (5) working days. The employee will be paid for hours that would be scheduled during the next five (5) days.

When the death of a sister-in-law or brother-in-law or any person residing in the employee’s residence occurs, the employee will be granted three (3) working days leave of absence. The employee will be paid for hours that would be scheduled during the three (3) days leave.

Bereavement leave of one (1) day may be granted in other cases of bereavement. It is recognized by the CNWRC that the circumstances that call for leave in request of bereavement are based on the individual circumstances. On request, the Executive Director or in the case of Executive Director the Board may, after considering the particular circumstances involved, grant leave with or without pay for a period greater than that in the preceding clauses.

PROCEDURE:

- The request for bereavement leave is to be made to the Executive Director including the reason for the leave, type of leave requested and the expected length of the leave. The Executive Director, or if not available, the Board Chairs, must approve a request for bereavement leave.

PERSONNEL POLICY	
SECTION:	Leave of Absence
NUMBER:	9.04
SUBJECT:	Compassionate Care
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees who take a compassionate care leave may qualify for benefits under the federal government’s Employment Insurance program. Compassionate care leave is an unpaid, 26 week term granted to employees who require time off to care for an ill family member who has high risk of dying within 26 weeks.

To take compassionate care leave, employees must be employed for more than three (3) months with the same CNWRC.

Employees who must be absent from work in order to provide care, to support a spouse or common-law partner, a child or child of a spouse or common-law partner, father/mother, spouse or common-law partner’s mother/father, sibling, ward of the employee, grandparents, grandchildren, son/daughter-in-law who has a serious medical condition with a significant risk of death, may be entitled to six (6) weeks of benefits.

PROCEDURE:

- The employee will notify the Executive Director, in writing, of her plans to take Compassionate Care Leave.
- In absence of the Executive Director, the notification will be to the Board Chairs who will grant final approval.

PERSONNEL POLICY	
SECTION:	Leave of Absence with Pay
NUMBER:	9.05
SUBJECT:	Medical and Dental Appointments
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees are expected to arrange their appointments outside scheduled hours whenever possible. If this is not possible, employees can take their hour lunch at the time of their appointment. If it is not possible to arrange medical and dental appointments outside scheduled hours of work, employees may leave for these appointments and time will be deducted from their accumulated overtime or sick leave. See Policy 9.01.

PROCEDURE:

- Employees must obtain authorization from the Executive Director for the time required for appointments.
- Employees shall inform the Executive Director of the time required and the purpose with as much notice as possible.
- The Executive Director must approve all requests.

PERSONNEL POLICY	
SECTION:	Leave of Absence
NUMBER:	9.06
SUBJECT:	Jury and Witness Duty
APPROVED:	June 2018
REVISED:	April 2018

POLICY: An employee will be given leave of absence to serve on a jury but shall have deducted from her salary an amount equal to the amount that the employee receives for such jury duty.

Leave of absence with pay shall be given to every employee, other than an employee on a leave of absence without pay or under suspension who is required to:

- (a) Serve on a jury. or
- (b) By subpoena or summons to attend as a witness in any proceeding held:
 - In or under the authority of the court. or
 - Before an adjudicator or umpire or person or body of persons authorized by law to make an inquiry and to compel the attendance of witness before it. or
 - Before a legislative council, legislative assembly or any Committee thereof that is authorized by law to compel the attendance of witnesses before it.

In the event of an employee being called for jury duty or to serve as a witness in a court proceeding, the employee must provide the Executive Director with as much notice as possible.

Employees are expected to report for work when not actually required for jury or as a witness.

PROCEDURE:

- The Executive Director must be informed that the employee has been requested to serve jury duty or as a witness.
- The Executive Director must acknowledge the notification for expected leave for jury/witness duty.
- The employee should notify the Executive Director of the time lines given by the Crown.

PERSONNEL POLICY	
SECTION:	Leave of Absence without Pay
NUMBER:	9.07
SUBJECT:	Maternity Leave
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees are entitled to receive maternity benefits under the provisions of the *Federal Government Employment Insurance Program*. The administration of the policy is in accordance with the *Labour Standards Act* and the *Federal Employment Insurance Program*. Maternity leaves are granted through request to the Executive Director. Maternity leave is considered a right. Accordingly, no employee will be laid off or otherwise adversely affected in her employment because of pregnancy. The CNWRC will not deny the pregnant employee the right to continue employment during the period of pregnancy.

The employee can start the leave up to sixteen (16) weeks before the expected date of delivery. She must also take at least one (1) week after the date of delivery. Employees who have worked at least one year may qualify for this leave. A CNWRC can require that an employee take an unpaid leave of absence if her pregnancy interferes with her work in accordance to the *Human Rights Act*. Employee may be granted a leave of absence without pay for up to 12 months and the principle of employment insurance regulations for maternity benefits shall apply.

During the pregnancy and parental leave, it is up to the employee to make arrangements to pay for any benefit plan they are contributing to. When an employee returns from maternity leave, the employee must be accepted back in to the same position or a comparable one without loss of seniority or benefits. A pregnant employee is entitled to unpaid leave of absence up to six (6) months before and /or after the birth or adoption of a child. Where a doctor's certificate is provided stating that a longer period of leave is required for health reasons, an extension of up to a maximum of one (1) additional unpaid year may be offered.

When the employee returns to work upon expiration of the period of her maternity leave, the employee will resume work in the same position she held prior to the commencement of her maternity leave. While the employee is on maternity leave, the CNWRC will maintain co-shared coverage for medical, extended health, group life and other employee benefit plans and will continue to pay a share of the premium costs for maintain such coverage during the period of maternity leave.

PROCEDURE:

- An employee must give the Executive Director at least four (4) weeks' notice of both the dates on which leave will commence and the expected date of return to work if possible.
- If the employee is unable to give four weeks' notice of leave, because of an early delivery, medical condition or due to unexpected adoption or placement, then the employee must give as much notice as possible.
- The employee will give the CNWRC notice of the date she will begin her leave and the date she will return to work, three (3) weeks prior to the start of the maternity leave if possible.

PERSONNEL POLICY	
SECTION:	Leave of Absence
NUMBER:	9.08
SUBJECT:	Parental/Adoption Leave
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees are entitled to parental/adoption leave, according to Labour Standards Law. The administration of this policy is in accordance with the *Labour Standards Act* and the *Federal Employment Insurance Program*. Parental/Adoption leaves are granted by request to the Executive Director.

An employee who has been granted parental leave, is guaranteed re-employment in the same or a comparable position to the one held at the time the leave began, the same salary and benefits, as well as the same seniority. To qualify for the leave, an employee must have worked for the CNWRC for at least one year and must have become a parent to the child as a result of his/her birth or adoption. Parents are permitted to take parental leave to care for their newborn or newly adopted children. This unpaid leave is 52 weeks and is available to every parent who qualifies for it. If proof of the employee being qualified for parental leave is necessary, a certificate from a doctor or adoption worker will suffice.

If an employee is taking maternity and parental leave concurrently, she must take them one immediately after the other and not go back to work between the two leaves. In this case, she can take up to 52 weeks of leave. If an employee is taking parental leave but not maternity leave, she can take up to 52 weeks of unpaid leave in the time after the child is born or arrives in the home. The employee loses this right if she does not take the leave within 12 months after the child arrives.

Employees who do not take maternity leave, but who do take parental leave, include fathers, If a newly arrived child must go to the hospital for more than one week, the employee can return to work and use the rest of the parental leave after the child comes out of the hospital. During maternity and parental leave, the CNWRC must let the employee keep up at her own expenses, any benefits plan in which she belongs (does not exist at the moment). The CNWRC must give 10 day's written notice before her option to keep the benefits if no longer in effect.

When an employee returns from parental/adoption leave she must be accepted back to the same position or comparable one with no loss of seniority or benefits.

PROCEDURE:

- To take parental/adoption leave, an employee must give the Executive Director at least four (4) weeks' notice of both the date in which she will be going on leave and the date she plans to return to work if possible.
- If the employee cannot give four (4) weeks' notice of her leave because the baby is born early, because of the baby's medical condition, or because of an unexpected adoption placement, then the employee must give as much notice as possible.

PERSONNEL POLICY

SECTION:	Leave of Absence
NUMBER:	9.09
SUBJECT:	Time Off for Elections
APPROVED:	June 2018
REVISED:	April 2018

POLICY: An employee, while the poll is open on Election Day, shall have three (3) consecutive hours (prior to poll closing) for the purpose of casting her vote.

PROCEDURE:

- It is the responsibility of the employee to ensure the Executive Director is aware of the time required and what time the employee will leave, and what time they will return.

PERSONNEL POLICY	
SECTION:	Leave of Absence
NUMBER:	9.10
SUBJECT:	Unpaid Leave
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees shall be entitled to a leave of absence without pay up to one (1) year. Leaves are granted through a request to the Executive Director. No employee will be laid off or otherwise adversely affected in her employment because of her unpaid leave.

PROCEDURE:

- All unpaid leave requests shall be submitted to the Executive Director. If not the Executive Director then the Chairs of the Human Resource Committee and approved by the Board. Such approval shall not be withheld without just cause.
- Employees are expected to submit all requests at least 4 weeks before the anticipated leave begins
- The employee will be informed of a decision in writing within a 2 week period.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.01
SUBJECT:	Health and Safety Committee/Representative
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The personal safety of employees is a priority of the CNWRC and measures will be instituted to address the priority. Personal safety is a concern for all in the workplace. Employees sometimes find themselves in situations that can be frightening, threatening, or potentially dangerous or violent.

Employees can reduce the risk of violence in the workplace by increasing personal awareness and planning responses to threatening situations.

PROCEDURE:

- CNWRC shall establish an Occupational Health and Safety Committee (OHS) comprised of the Office Manager and one other employee member to deal with health and safety issues in the workplace.
- Duties of the Committee include:
 - Identifying situations which may be unhealthy or unsafe within the work environment.
 - Making recommendations for the improvement of the health and safety of employees of the centre.
 - Establishing and maintaining educational programs regarding the health and safety of employees of the centre.
 - Carrying out those duties and functions which are prescribed by the regulations of the *Occupational Health and Safety Act*.
- Responsibilities are to be carried out during work hours, including meetings held.
- All minutes from OHS meetings will be recorded and shared with employee on the shared drive
- All recommendations from OHS issues will be brought to employee within a reasonable time frame to address.
- If there are concerns about OHS, they should be brought to the OHS Committee, who will then bring the concerns to the Executive Director.
- The Executive Director approves all OHS requests.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.02
SUBJECT:	CNWRRC's Responsibilities
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Occupational Health and Safety Committee shall be responsible for the implementation and review of the policies and procedures within the Occupational Health and Safety Plan. All procedures will comply with legal obligations and meet general health and safety requirements. Employees will be expected to report a legitimate health or safety concern immediately to the OHS Committee and to refuse any work which they have reasonable grounds to believe is an “imminent danger” to themselves or anyone else at the workplace.

PROCEDURE:

The Executive Director, on behalf of the Board, will establish measures to:

- Ensure employees and volunteers are aware of their responsibilities and duties with regard to the *Occupational Health and Safety Act* and its regulations.
- Cooperate/comply with safe work procedures and to actively participate in making the work environment safe and productive.
- Report accidents to the Board involving employees, individuals, volunteers, visitors, and equipment immediately.
- Support and participate in safety training and safety standards and ensure that employees are aware of OHS.
- Prevent accidents whenever possible by providing proper equipment, through equipment inspection and safe work habits.
- Take action to correct actual or potential hazards to the employees.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.03
SUBJECT:	Employee's Responsibilities
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees must be cognizant of the issues relevant to their personal safety in the variety of worksites where they carry out their responsibilities. Care and attention must be directed toward safety at all times, including the workplace, transportation as part of an employee's work responsibilities and other settings while in an employee role.

PROCEDURE:

- All employees are expected to take an active role in identifying issues regarding to OHS. All concerns will be brought to the OHS Committee for review.
- If employee members are not comfortable with the process, they can bring their concern directly to the Executive Director and then to the Chairs of the Board. All issues must be through written correspondence.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	11.01
SUBJECT:	Reporting Accident(s)
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees are required to keep the Executive Director informed of any absence from work due to work-related accidents.

PROCEDURE:

- Employees are required to notify the Executive Director as early as possible before the start of their shift on the first day of the absence and each day thereafter after an accident.
- If the illness or injury requires the employee be absent for five (5) days or more, the Executive Director will contact the employee at least once a week to monitor and encourage recovery.
- If employees have or receive any information concerning their illness, injury or recovery, employees must contact the Executive Director within 24 hours of receiving that information.
- A medical report from the employee's doctor is required for health absences of more than three (3) days.
- If employees are injured at work, they must notify the Executive Director immediately.
- An incident report will be completed on an injury at work with the details of the incident including:
 - (a) Date time and location of the incident
 - (b) What happened
 - (c) Witnesses
 - (d) First aid, medical attention administered
- If the illness or injury is work-related, the employee must be seen by a doctor within two (2) days.
- Work attendance will be monitored and assessed as part of the employee's performance evaluation.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.05
SUBJECT:	Scent Aware
APPROVED:	June 2018
REVISED:	April 2018

POLICY: In considering the health needs and concerns of those sensitive and non-sensitive employees and clients alike and to provide a health working environment for everyone, the CNWRC has been designated as scent aware. Scents can trigger a reaction that may happen immediately or even hours after the initial exposure. All employees and visitors are expected to comply with this policy which discourages the use of scents.

PROCEDURE:

- Employees are encouraged to use scent-free products. These include: perfumes, colognes, hair products, creams and lotions, hairspray and other products.
- All employees and visitors will be informed of this policy through signage, the manual and other promotional material.
- Any outside agency that utilizes the centre will be informed of this policy.
- All cleaning products will be as scent free as possible.
- If employees or clients have concerns about scents, they will bring them to the Executive Director for discussion.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.06
SUBJECT:	Breastfeeding Friendly
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC believes in the importance of breastfeeding for both mothers and children. It encourages positive, accepting attitudes towards women and breastfeeding and that all women should be free to breastfeed undisturbed in public places. It further believes that employees should not need to stop breastfeeding when they return to work. Discrimination and harassment of breastfeeding mothers in any form is unacceptable and will not be tolerated at CNWRC.

The CNWRC promotes and supports breastfeeding and the expression of breast milk by employees who are breastfeeding when they return to work.

PROCEDURE:

- Information about breastfeeding-friendly policy shall be provided to every incoming and current employee of the CNWRC. In addition, educational information shall be provided to women at the initiation of maternity leave about breastfeeding and returning to work.
- Breastfeeding mothers who wish to continue breastfeeding after returning to work will be accommodated. Lactation times shall be established for each employee based on her work schedule. If possible, the lactation time is to run concurrently with any break time already provided. However, flexible schedules to accommodate feeding or pumping needs will be provided with consultation and negotiation with the Executive Committee.
- The Board room is designated as a clean, comfortable and private space within the CNWRC for women wishing to breastfeed or express breast milk. There is comfortable seating, access to an electrical outlet. Women can use the kitchen for washing and cleaning of equipment. Women may have access to the fridge for storage of expressed breast milk.
- Breastfeeding should not constitute a source of discrimination in employment or in access to employment. It is prohibited under this policy to harass a breastfeeding employee; such conduct unreasonably interferes with an employee's work performance and creates an intimidating, hostile or offensive working environment.
- Any incident of harassment of a breastfeeding employee will be addressed in accordance with the CNWRC's harassment policy. Likewise clients of the Women's Centre are entitled to the same respect and support when they access service and choose to breastfeed.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.07
SUBJECT:	Mental Health and Wellness
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC recognizes that work and life stressors can have a significant impact on an employee's mental health and work performance. In acknowledgement of these dynamics, the CNWRC is committed to actively establishing a healthy organization that values both physical and mental health.

PROCEDURE:

- Employees will address occupational stressors when identified and meet with the Executive Director for management.
- In partnership with the employee, the CNWRC will consult with appropriate resources for appropriate procedures for occupational stressors that are outside the scope of understanding of the CNWRC.
- The Executive Director will ensure there is an open line of communication to discuss mental health issues and to combat the stigma associated with mental illness.
- The Executive Director will ensure that evaluations are performed on an on-going basis to assess employee workloads and job design so as to ensure that pressure is at a level that stimulates and challenges rather than overloading or demoralizing and that continues to be a match with the capabilities, needs and resources of the employee.
- The Executive Director will provide information to all employees to recognize indicators of occupational stress in both themselves and others.
- All employee will be provided with emotional support after critical incidents though the use of a crisis counsellor.
- The Executive Director will communicate clearly with employee, especially on issues of organizational change through regular employee meetings.
- The CNWRC will have referral resource information available for any employee that may require or seek it.
- The CNWRC Board and employees acknowledge joint responsibility to develop and maintain a healthy workplace, and to take personal responsibility for managing their health effectively.
- The CNWRC is committed to assisting employees with wellness issues, such as alcohol and un-prescribed substance use, gambling, or other addictive or behavioural issues. When an issue is identified to the Executive Director, an

individualized plan of support will be developed that is appropriate to the needs of the employee and the CNWRC.

- The use of EAP through employee benefits is encouraged.

PERSONNEL POLICY

SECTION:	Occupational Health and Safety
NUMBER:	10.08
SUBJECT:	Fire Safety Plan
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC is committed to providing a safe environment for its employee, volunteers and clients. Part of this safety responsibility is in the provision and management of fire safety systems and procedures. We all have a statutory responsibility in ensuring compliance with the law and complying with the fire safety provisions defined within this policy. Fire is recognized as a major threat to the activities of the CNWRC. An outbreak of even a small fire creates risk to both life and property, damage to the environment and may compromise our normal business activities. The CNWRC will ensure, so far as is reasonably practicable, that the risk associated with fire will be managed in compliance with the Fire Safety Regulations (Truro) 2006, and any other relevant legislation that may impact upon it. The aim of this policy is, therefore, to provide a robust fire safety framework which will be implemented to secure the safety and wellbeing of everyone within the CNWRC and to protect the CNWRC assets.

PROCEDURE:

- The OHS Committee will ensure the Fire Safety Plans are developed and approved for the Centre
- All employees will participate in fire safety training semi-annually. This includes a fire drill and review of the fire extinguishers.
- The OHS Committee will ensure equipment testing and other Fire Safety standards are maintained in compliance with applicable codes and standards
- The Executive Director is responsible for ensuring a review of the cause of all fires causing injuries or property damage and develops and implements actions to reduce a repeated occurrence.
- The OHS Committee and Executive Director ensures through cooperation with the Fire Marshall and other stakeholders, the review of fire safety procedures and protocols that help to create a safe Centre
- All candles will be lit in accordance with candle safety rules (see Appendix L)

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.09
SUBJECT:	On-Site Safety
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CBSWC wishes to maintain a safe working environment at all times. The CBSWC acknowledges that at times employees may need to work alone at the Centre or in the community. Working alone includes any period of time when an employee does not have direct contact with a co-worker. While it is not always hazardous to work alone, it can be when other circumstances are present. This will depend on the location of the employee, type of work, interaction with the public, or the consequences of an emergency, accident or injury, etc.

The CNWRC makes safety of employee and clients a priority. The CNWRC is a multi-issue entry point for women and children and their families, as well as a public space where individuals can walk-in off the street. Employees at the centre can potentially be in a situation where a client, who is using the service, or a person walking in, is displaying behaviors that can be classified as threatening to employee safety. In these situations good judgment and common sense are paramount. The security system in place is for emergencies and the panic buttons will be used when an employee feels threatened by either a client or from a person at the centre.

PROCEDURE:

- If an employee is alone during office hours, she is permitted to lock all entrances to the office and restrict admission to the office for non-CNWRC members, if she is concerned for her safety.
- Employees are **not under any circumstances** to be alone in the building with client(s) in their office.
- If an employee plans to work alone outside of office hours, she must receive approval from the Executive Director to do so. The doors are to be locked at this time and no other admittance permitted. Whether alone or with other people, all relevant staff should wear their safety button.
- The Office Manager keeps track of all visitors/clients coming in and out of the building.
- If unusual behaviour of visitors/clients is noted, the Office Manager will alert the Executive Director who will notify other members of employee.
- Employees will do their best to arrange furniture in their offices, such that there is easy access to an exit door.

- A panic button is available for support employee and the Office Manager.
- Employee has easy access to a telephone and/or cell phone at all times.
- Employee checks in with each other throughout the day.
- In the case of a personal injury, first aid guidelines are followed.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.10
SUBJECT:	Off-Site Safety
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC offers programs in various communities in the region and expects all employees to maintain a safe and responsible working environment off site.

PROCEDURE:

- Employees let the Office Manager know when they are leaving the building and their expected time of return.
- If there are any significant changes to the schedule (e.g. a change of venue or time), the Office Manager is informed as soon as possible.
- As per travel policy, the employee should always check in to let the Office Manager know of their arrival as well as their departure. If necessary, an employee member may be contacted to ensure safe arrival after an off-site activity.
- If an accident happens off site, follow the site's Policy and Procedures for first aid.
- Employee will be expected to fill out an incident report after their safe return to the Centre.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.11
SUBJECT:	Handling Cash and other valuables
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC occasionally handles cash as well as having a petty cash fund, which is used for small dollar purchases.

PROCEDURE:

- The Executive Director is responsible for handling all petty cash and other valuables.
- If other employees require petty cash, they must let the Executive Director know what they require, and fill out the petty cash slip for the amount.
- Once the item is purchased, employees are required to return the remaining dollar amount as well as a receipt to the Executive Director, where the amount is reconciled.
- All bank deposits will be made by the Office Manager or the Executive Director.

PERSONNEL POLICY	
SECTION:	Occupational Health and Safety
NUMBER:	10.12
SUBJECT:	Violent Intruder/Aggressive Client
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC is committed to providing its employees a reasonably safe and healthy working environment, free from intimidation, harassment, threats, and /or violent acts and violence or the threat of violence by or against any employee of the CNWRC is unacceptable. The CNWRC has a zero tolerance policy for violence but recognizes that due to the nature of the organization, violent or aggressive clients may present. The CNWRC encourages all employees and volunteers to immediately disclose a situation with a violent or aggressive intruder or client.

PROCEDURE:

Violent Intruder

- Employee has easy access to a telephone and/or a cell phone at all times.
- The Office Manager and the Support Workers wear a portable in-house “Panic Button” during the day for easy access.
- In the event of a violent intruder:
 - Remain calm and focused.
 - If possible, call 911
 - If possible use the code word *NORA* to alert others. If safe, stay in your present location. Lock your doors.
 - Be observant – carefully note a description of the intruder (gender, age, height, clothes, distinguishing features, weapon, and manner).
 - Do NOT confront the intruder.
 - If safe and possible, evacuate the building (see Fire Safety Plan for evacuation plan).
 - Cooperate with any police investigation and/or follow-up that may be required.

Aggressive Client

- The Office Manager will keep track of all visitors/clients in the Centre
- Employees check in with each other during the course of the day.
- Employees arrange the furniture in their offices such that there is easy access to the hallway, or to an adjacent office if possible.
- Employee has easy access to a telephone and/or a cell phone at all times.
- In the event of an aggressive client in the office:
 - Remain calm and focused. Speak quietly and in a non-confrontational manner.
 - If client's behaviour does not de-escalate, attempt to remove yourself from the situation.
 - Use panic button.
 - If panic button is not accessible, yell loudly for assistance.
 - If necessary, use code word Nora to Office Manager to alert others.
 - If necessary, use your cell phone to call 911.
 - If necessary, safe and possible, evacuate the building (see Fire and Evacuation Plan).
- Complete an Incident Report and submit it to the Office Manager.
- Cooperate with any police investigation and/or follow-up that may be required

PERSONNEL POLICY

SECTION:	Occupational Health and Safety
NUMBER:	10.13
SUBJECT:	Return to Work
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC strongly endorses effective return-to-work strategies in the rehabilitation of employees who have been ill or disabled. Employees have an obligation to co-operate with the terms and conditions of their rehabilitation and return to work. Every effort will be made to respect the confidentiality of the employee who has been ill or disabled.

PROCEDURE:

- If employees become ill or disabled creating an unreasonable interference with performance of their duties, modifications will be made to their duties or they will be given a reassignment to another job when possible.
- An assessment of the employee's needs and abilities will be conducted to determine appropriate return-to-work strategies:
 - (a) These may include job accommodations and modifications, transitional work, alternative job options and training.
 - (b) Training may include job training for the employee who has been ill or disabled as well as awareness training for co-workers.
- Decisions regarding the readiness of the employee to return to work will be made after considering medical information, abilities assessment, employee input and may include other relevant information.
- If possible, the employee will return to their regular job.
- If the employee is not able to perform all of their regular duties, modifications to those duties may be in order to assist rehabilitation and recovery. If modified duties are not possible, the employee may be temporarily placed in a job appropriate for their abilities, if such a position is available.
- If such a position is not available, employment may be terminated, see policy 11.01

SECTION 11

PERSONNEL POLICY	
SECTION:	Discipline/Discharge and Voluntary Termination
NUMBER:	11.01
SUBJECT:	Notice of Resignation
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees wishing to resign must provide written notice to the Executive Director. "Notice" is the amount of time between when the employee tells the CNWRC in writing that she is leaving her job and the time that she actually leaves.

PROCEDURE:

- An employee must provide two (2) week's written notice if she has been employed with the CNWRC for three months to two years.
- An employee must provide four (4) week's written notice if she has been employed with the CNWRC for more than two years.
- When an employee quits without notice, the CNWRC may file a complaint with the Labour Standard Division and claim any wages owed to the employee. The maximum amount the CNWRC may receive is normally the amount of wages that employee would earn on the one or two week notice period. For example, if an employee must give the CNWRC one week's written notice, but quits without notice, then the CNWRC may make claim on unpaid wages equal to one week's pay.

PERSONNEL POLICY	
SECTION:	Discipline/Discharge and Voluntary Termination
NUMBER:	11.02
SUBJECT:	Termination of Employment
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Termination of employment may take place at any time where an employee does not meet program standards. Separation and Termination procedures must be consistent with the *Labour Standard Act*. The CNWRC will ensure that proper termination procedures are followed when an employee leaves her position or is terminated from their position.

PROCEDURE:

- The CNWRC shall not discharge, suspend or lay off an employee, unless that employee has been found guilty of willful misconduct, disobedience or neglect of duty that has not been condoned by the program. The CNWRC also has the right to lay off an employee in order to meet financial constraints.
- The authority to discipline, terminate and/or suspend rests with the Board. Decisions to terminate or suspend an employee will be made at a special meeting of the Board.
- Notice of termination will be given in an interview followed by a written statement identifying the reasons for dismissal. This will be signed by the Executive Director and Chairs of the Board.
- All employees must be given written notice of termination from employment at least two (2) weeks prior to the effective date or as applicable (see chart below).
- Terminated employees will receive vacation pay and any other pay owing on the pay day following the effective date of termination.
- Record of employment will be given before the end of seven (7) working days following termination.
- Person leaving is responsible for leaving an address for T-4 form mailing.
- CNWRC and employee may waive period of notice on mutual agreement.
- There is no remuneration for unused sick leave or overtime.
- Employee initiated termination will take effect by written notice given in accordance with the terms of employment.
- Shortened time of notice due to special circumstances may be negotiated with the Executive Director.

The following table shows the notice times for each period of employment:

If the employee has worked for:	Then the CNWRC must give:
Less than 3 months	No notice
More than 3 months but less than 1 year	1 week
More than 1 year but less than 2 years	2 weeks
More than 2 years but less than 5 years	2 weeks
More than 5 years but less than 10 years	4 weeks
More than 10 years	8 weeks

- If the CNWRC does not want to give the employee notice, the CNWRC must give the employee pay in lieu of notice. This means the CNWRC must pay the employee as much pay as she would receive if she worked during her notice period.
- Before the last day of employment, a performance evaluation will be prepared for the employee by the Executive Director, in the case of the Executive Director leaving, the evaluation will be prepared by the Board Chairs
- Employees will receive their final pay on the date of termination or within 14 days after the date of termination.
- Vacation pay owing will be paid.
- A record of employment will be issued within seven (7) working days of the date of termination of employment.

PERSONNEL POLICY	
SECTION:	Discipline/Discharge and Voluntary Termination
NUMBER:	11.03
SUBJECT:	Termination of Employment without notice
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The CNWRC has the right to end employment without notice. CNWRC will ensure that proper termination procedures are followed when an employee leaves her position or is terminated from their position. There are times when the CNWRC does not have to give an employee notice or pay in lieu of notice when ending the employee's job. In order to end an employee's job without notice or pay in lieu of notice, the CNWRC must show that the CNWRC has:

- Made their expectations clear to the employee
- Warned the employee to change her behavior as per section 11.04, Progressive Corrective Discipline
- Warned the employee that not improving her behavior could lead to job termination.

This kind of action would be acceptable if, for example, the employee was late for work on a regular basis. There are times when the steps above would not need to be followed. For example if the CNWRC can prove that the employee has stolen, then the employee can be fired without warning or notice.

Instead of terminating an employee's job, progressive discipline may be used to deal with employee problems.

PROCEDURE:

- All organizational property in the employee's possession must be returned, the Chairs of the Board and the Executive Director will accompany the employee to their office to ensure all property is returned.
- The employee will be requested to remove their personal items from their office.
- Employees will receive their final pay within 14 days after the date of termination.
- Vacation pay owing will be paid.
- A record of employment will be issued within seven (7) working days of the date of termination of employment.
- A reference may not be requested by the employee.

PERSONNEL POLICY	
SECTION:	Discipline/Discharge and Voluntary Termination
NUMBER:	11.04
SUBJECT:	Progressive Corrective Discipline
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Central Nova Women’s Resource Centre endorses the concept of progressive corrective discipline. The objective of progressive corrective discipline is to encourage and guide employees to correct unsatisfactory performance and keep termination as a last resort.

The following are the requirements of discipline:

- The standard of performance must be reasonable and must be known to the employee concerned.
- The standard must be objectively and consistently enforced.
- There must be proof that the employee did not meet the standard.
- The employee must be told that their performance is not acceptable and does not achieve the appropriate standard and areas of concern must be specified.
- Before any action is taken, the employee must be provided with an opportunity to offer and explanation.
- If need be, corrective action should take place as soon after the incident as possible, while respecting the employee’s privacy.
- Any disciplinary action to be administered must take into account the seriousness of the incident, the employee’s performance record and the employee’s explanation.
- The levels of progressive corrective discipline depending on the level of seriousness includes: verbal warning, written warning, suspension without pay and termination.
- The Executive Director may administer verbal warnings, written warnings, loss of pay or termination as deemed necessary.
- Authority to discipline, terminate and/or suspend rests with the Board. Decisions to terminate or suspend an employee will be made at special meeting of the Board.
- A warning does not result in loss of pay or termination.

PROCEDURE:

- The employee is given an opportunity to explain her actions.
- Disciplinary action is in line with the incident.
- Written documentation of the meeting, process and disciplinary action are kept on file (in the employee’s personnel file) and a copy is provided to the employee.

- Progress in addressing the concerns will be noted in writing.
- In the event that an employee is dissatisfied with, or objects to, any discipline administered, including severity of the punishment, they shall be entitled to appeal to the Board.
- The employee may appeal by providing written notice to the Chairs within seven (7) working days of the administration of the discipline.
- In this event the Board shall convene a hearing within thirty (30) calendar days of the notice to allow the employee adequate opportunity to respond to the allegations made against her.

Causes for discipline and/or termination of employees:

- Unsatisfactory performances as outlined in the employee’s job description
- Breach of confidentiality
- Failure to comply with policies and procedures authorized by the Board.
- Gross neglect of clients.
- Abuse/assault of clients or co-workers.
- Abuse of a position of trust or authority with clients.
- Stealing.
- Abuse of substance (alcohol, illegal or prescription drugs) to the extent that it negatively affects job performance.
- Being found under the influence of alcohol and/or illegal drugs while on CNWRC business.
- Any other behavior contrary to the philosophy mandate of the CNWRC.

DISCIPLINARY ACTION/TERMINATION OF EMPLOYMENT

The following actions may be taken when a disciplinary issue arises:

- Notification to the employee of the date for the formal interview.
- Formal interview with the employee by the CNWRC Director and Chairs. The employee has the option of bringing with her an individual who functions as her advocate or witness.

The interview may result in the following:

- Letter of reprimand to the employee from the Executive Committee.
- Probationary period of up to (3) months
- Suspension from employment (with or without pay)
- Termination of employment in accordance with the current Employment Labour Standards Code Notice of Termination

RECORDS OF DISCIPLINARY ACTION

- The CNWRC agrees not to introduce as evidence in a hearing relating to disciplinary action any document from the file of an employee, with the existence of which the employee was not aware at the time of filing.
- Notice of disciplinary action which may have been placed in the personnel file of an employee will be destroyed after two (2) years have elapsed since the disciplinary action was taken provided that no further disciplinary action has been recorded during this period.

PERSONNEL POLICY

SECTION:	Discipline/Discharge and Voluntary Termination
NUMBER:	11.05
SUBJECT:	Layoffs
APPROVED:	June 2018
REVISED:	April 2018

POLICY: A lack of financial resources for wages may necessitate a decision to eliminate a designated position. The delivery of service is the primary consideration when it is necessary to eliminate a position. When more than one person is in the same position, the person with the least seniority will be laid off first. Rehiring will have the adverse order.

PROCEDURE:

- See *Resignation/Termination of Employment: Termination of Employment procedures* Sections 11.01-11.03, Termination of Employment.
- When funding permits the rehire, the Executive Director will contact the employee in order to determine whether they are available/interested in the position. If the previous employee is unable for any reason to return to work, the position will be advertised as per section 3.02, Hiring, Recruitment and Selection.

PERSONNEL POLICY

SECTION:	Discipline/Discharge and Voluntary Termination
NUMBER:	11.06
SUBJECT:	Retirement
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Employees reaching the age of 65 years can retire from employment (see option below). According to the information below, retirement is not mandatory.

PROCEDURE:

- A review of the retirement arrangement for senior employee is completed annually by the Executive Director during the employee's performance evaluation.
- Employees will provide the program with as much notice as possible to allow time for planning retirement and training of replacement employees.

PERSONNEL POLICY

SECTION:	Discipline/Discharge and Voluntary Termination
NUMBER:	11.07
SUBJECT:	References
APPROVED:	June 2018
REVISED:	April 2018

POLICY: Former employees may request professional references and authorize the release of their employment records.

PROCEDURE:

- Employees wishing to use their employment record as a reference are required to give written authority for the release of this information.
- Letter of recommendation of reference will be issued and signed by the Executive Director with a copy to be included in the employees file if the recommendation is warranted.
- If the Executive Director or any other supervisory employee is unable to provide a reference for the employee based on their performance, they must let the employee person know.
- At the end of an Executive Director's employment, the letter of recommendation of reference will be issued and signed by the Chairs if warranted.

PERSONNEL POLICY	
SECTION:	Employee Acknowledgement of Receipt and Understanding of Personnel Policy
NUMBER:	12.01
SUBJECT:	Suggestions for Change
APPROVED:	June 2018
REVISED:	April 2018

POLICY: The Personnel Policy Guidelines will be updated and revised on a regular basis to maintain its appropriate application in the day-to-day operations of the CNWRC.

PROCEDURE:

- The Manual will be reviewed and revised on a yearly basis, through a special employee meeting, with all suggestions for change recorded.
- Any suggestions for change will be submitted to the Executive Director for review and submittal to the Board at any time.
- The Board makes all policy change approvals and will provide employee with a written decision on a policy change.

PERSONNEL POLICY	
SECTION:	Employee Acknowledgement of Receipt and Understanding of Personnel Policy
NUMBER:	12.02
SUBJECT:	Acknowledgement of Understanding of Personnel Policy
APPROVED:	June 2018
REVISED:	April 2018

POLICY: All employees will receive a copy of the manual to read at the commencement of employment. Employees will become knowledgeable on the policies and procedures of their employment with CNWRC.

PROCEDURE:

- A review of the manual will be part of the orientation process for all employees and will be conducted during regular work hours.
- Employees will complete the “Acknowledgment of Receipt and Understanding of the Policy and Procedure Manual Statement” (See Appendix J). A copy of which will be placed in the employees personnel file.