

CCGSD HR Policy Manual -Employee Handbook

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INTRODUCTION

This employee handbook is a summary of policies, procedures and practices related to human resource management at CCSGD.

The Executive Director is accountable for leading an effective staff team and is thereby accountable for the development and implementation of the policies outlined in this manual. Managers are responsible for human resource management within their own staff teams and should reference this manual to ensure organizational consistency in the application of these practices.

The Board is responsible for the maintaining the procedures and systems which support human resource management for the organization and is available to answer any questions or provide clarification on any content of this manual.

CCSGD's benefits package, including the insurance and health plan, is through SunLife. Questions regarding the benefits package may be directed to the ED or the Board.

STATEMENT OF PHILOSOPHY

The CCSGD wishes to maintain a work environment that fosters personal and professional growth for all employees. Maintaining such an environment is the responsibility of every staff person. Because of their role, managers and supervisors have the additional responsibility to lead in a manner which fosters an environment of respect for each person.

It is the responsibility of all staff to:

- Foster cooperation and communication among each other
- Treat each other in a fair manner, with dignity and respect
- Promote harmony and teamwork in all relationships
- Strive for mutual understanding of standards for performance expectations, and communicate routinely to reinforce that understanding
- Encourage and consider opinions of other employees or members, and invite their participation in decisions that affect their work and their careers
- Encourage growth and development of employees by helping them achieve their personal goals at the CCSGD and beyond
- Seek to avoid workplace conflict, and if it occurs, respond fairly and quickly to provide the means to resolve it
- Administer all policies equitably and fairly, recognizing that jobs are different but each is important; that individual performance should be recognized and measured against predetermined standards; and that each employee has the right to fair treatment
- Recognize that employees in their personal lives may experience crisis and show compassion and understanding

WHO WE ARE

The Canadian Centre for Gender and Sexual Diversity (CCSGD) inter-sectionally promotes diversity in gender identity, gender expression, and romantic and/or sexual orientation in all its forms on a national

level through services in the areas of education, health, and advocacy. Our resources and programming can be used to uplift gender and sexual minorities, as well as give the tools to wider populations in building allyship.

As a leader in anti-discrimination work, CCSGD runs programming all over Canada and the United States. Because of our hundreds of volunteers, we are able to reach over 250,000 people annually. We are also a proud leader in the International Day of Pink (DayOfPink.org), engaging millions of people in wearing pink and to run programs that stand up to bullying. We encourage you to find out more about CCSGD & the International Day of Pink, and get involved in making your community a safer and more diverse place.

EMPLOYMENT AT CCSGD

Employment Equity

CCSGD is an equal opportunity employer and employs personnel without regard to race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender, sexual orientation, age, marital status, physical and/or mental handicap or financial ability. While remaining alert and sensitive to the issue of fair and equitable treatment for all, CCSGD has a special concern with the participation and advancement of members of four designated groups that have traditionally been disadvantaged in employment: women, visible minorities, aboriginal peoples and persons with disabilities.

Recruitment and Selection

All employment opportunities at CCSGD are posted for a minimum ten (10) working day period. They are posted on CCSGD's website and on the websites of affiliated organizations. Occasionally, they are posted on employment websites or with an employment agency. Applications are encouraged from current employees but will be screened in the same manner as applications received from outside applicants.

Applicants are invited to submit their application, along with a current résumé, demonstrating that they meet the minimum criteria for the position being sought. At the closing date, all applications are screened, and candidates selected for interview are contacted. If the interview is positive, references will be contacted. Depending on the feedback provided, a position may be offered to the applicant.

Nepotism

No candidate shall be hired for a position where they may report to, or supervise a member of their immediate family. Immediate family is defined as: parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), spouse {including common law a/o same sex partner}, step child(ren) or ward of the staff member, father-in-law or mother-in-law (including parent of same sex partner). Personal relationships with other employees or members of the CCSGD's Board of Directors or Committees of CCSGD should be disclosed prior to accepting any offer from the employer. Failure to disclose this information would be considered contradictory to the Code of Ethics policy (In Development).

Orientation

All new employees to CCSGD shall receive an orientation session which will encompass an overview of general policies, procedures and operations. This will also provide employees, new to either a position or CCSGD, an opportunity to learn the performance expectations management has with regard to the

position in question. They will be given a copy of this Employee Handbook and will be expected to learn its contents. They will also make aware of policies such as, Code of Ethics, and asked to sign off on their adherence to same.

Employee Classifications

Each position at CCSGD shall be classified as either Administrative, Program Specific or Management in nature, as determined by the Executive Director. This decision will be based on the duties assigned and qualifications required for each position. It should be noted that Management positions are not covered by the Hours of Work and Overtime provisions of the Employment Standards Act (O. Regulation #285).

Employee Duties

Attached to an Offer of Employment, is a description of the job and the associated responsibilities, along with any additional tasks possibly required. This document will be used to evaluate performance both during the probation period and after. If an employee is unsure of its contents, they should not hesitate to ask for clarification.

From time to time, it may be necessary to amend an employee's job description. These amendments will be discussed with the employee in advance however; the final decision on implementation will be made by management.

Personnel File

CCSGD does collect personal information for inclusion in personnel files. This information is available to the employee, the Executive Director and the [INSERT TITLE OF SENIOR HR PERSON]. This information is kept in a secure location, and is not shared with members of our Board or with our funders. Information which is contained in an employee's personnel file includes the following: résumé, letter of offer, performance reviews, amendments to job descriptions, disciplinary notices, tax forms, copies of enrolment forms for benefits and approved leave requests.

Probation

The first six (6) months of employment are probationary. During this time both parties may assess suitability for employment with the Employer. This also provides management an opportunity to assess skill levels and address areas of potential concern. During the first ninety (90) days of the probationary period, employment may be terminated by either party for any reason whatsoever, with or without cause, and without notice or payment in lieu of notice, except as may be minimally prescribed by the Employment Standards Act of Ontario ("ESA"), as may be amended from time to time. Upon satisfaction of the requirements under the ESA, as amended, the Employer shall have satisfied any and all obligations to the employee, whether under the ESA, as amended, or at common law. At the completion of the probation period, the employee and employer shall meet and review progress to date. At this time one of three things will occur:

- i. Probation will end
- ii. Probation may be extended for an additional six months
- iii. Employment will end

Annual Salary

Salaries shall be determined by the Executive Director, based on budget considerations and commensurate with the experience of the successful candidate. The organization shall pay employees on a bi-weekly basis, less the usual and necessary statutory and other deductions payable in accordance with the Employer's standard payroll practices. These payroll practices may be changed from time to time at the Employer's sole discretion. Currently, payday occurs every second Thursday and covers the pay period ended the previous Saturday.

Performance Appraisals

The performance review document will be a living document for each employee. Each employee will be responsible for developing their respective work plan for the year. This plan will be reviewed by Management and amended as necessary. At the time of the performance appraisal, the employer and employee will review the objectives and the results achieved. Throughout the year, the employee and employer may refer to this document to track progress made toward objectives, highlight areas of concern and indicate challenges identified along the way.

Performance reviews, for all employees, will occur near the end of April, and annually thereafter. Employees should prepare for this meeting by preparing a draft work plan for the coming year. This meeting is to review successes and challenges from the preceding year, and to establish the objectives for the coming year. This would also be the opportunity for either party to identify and recommend professional development opportunities which may assist the employee in their day to day work or to grow within the organization. Once complete, both parties shall sign off on the final document and it shall be added to the employee's personnel file.

Professionalism

When representing CCSGD, staff should dress and behave appropriately. Employees should choose to dress in a manner which presents a professional image to the public and is respectful of others. Excessive use of profanity is neither professional nor respectful to co-workers and will not be tolerated.

Discipline

Discipline at CCSGD shall be progressive, depending on the nature of the problem. Its purpose is to identify unsatisfactory performance and / or unacceptable behaviour. The stages may be:

- i. Verbal reprimand
- ii. Written reprimand
- iii. Dismissal

Some circumstances may be serious enough that all three steps are not used. Some examples of these types of situations are theft, assault or wilful neglect of duty. In all cases, documentation should be included in the employees personnel file.

Hours of Work

The regular office hours for CCSGD are 9 a.m. to 5 p.m. Monday through Friday inclusive (excluding holidays), with core operational hours being 9 a.m. to 3:30 p.m. During core hours, it is expected that most staff will be available. All employees are expected to work 7.5 hours per day, which include those

hours indicated as core, exclusive of an unpaid eating break of at least thirty (30) minutes. Employees may also be expected to work such other hours as may be requested or required, from time to time. Employees hired on a part time basis will have schedules determined on a case by case basis.

Employees are required to notify their supervisor, in advance, of planned days away from the office. Unplanned absences from the office should be reported to the employee's supervisor as soon as could reasonably be expected. At the discretion of the Executive Director, depending on circumstances, employees may be allowed to work from home for specific periods of time. As a courtesy, the Administrative Assistant should also be notified of absences.

Statutory Holidays

The Province of Ontario has twelve (12) public holidays and other days for which staff will be paid. They are:

New Year's Day	Civic Holiday
Family Day	Labour Day
Good Friday	Thanksgiving Day
Easter Monday	Remembrance Day
Victoria Day	Christmas Day
Canada Day	Boxing Day

In the spirit of family, the Executive Director reserves the right to close the office between Christmas and New Year's to enable employees to spend time with their families. This will be reviewed annually and will depend on operational requirements. These non-statutory days will be unpaid unless taken as vacation or time in lieu.

Overtime

All overtime must be authorized by the Executive Director in advance of being worked. Employees will be provided with time off in lieu of overtime pay at straight time for all hours worked between thirty-seven and one half (37.5) and forty-four (44) hours per week. After forty-four (44) hours worked in a week, employees shall accumulate time off in lieu of overtime pay at the rate of time and one-half (1.5) the regular non-overtime rate of pay. Time in lieu of overtime pay must be taken in the twelve (12) months following it being earned and it must be scheduled with the agreement of the Employer based on its operational requirements. Pursuant to Ontario regulation #285, employees in a Managerial or Supervisory roles are exempt from the overtime provisions of the Employment Standards Act.

Business travel for conferences, meetings, etc, which cause an employee to depart or arrive home on a non-work day does not constitute overtime. If travel is part of the employee's job, or could be reasonably expected to occur in the course of performing one's duties, it is merely an inconvenience. Some travel, which may be exceptional to the employee's normal duties, may qualify as overtime at the discretion of the Executive Director.

Any overtime worked and not taken in lieu will be paid out in the event that the employee leaves CCSGD for any reason.

DEPARTURE

Termination for Cause

An Employment Contract may be terminated by the Employer at any time for cause, without notice or payment in lieu of notice or severance pay whatsoever, except payment of outstanding wages, overtime and vacation pay to the date of termination. Cause includes, but is not limited to, any act of dishonesty, conflict of interest, breach of confidentiality, harassment, insubordination, or careless, negligent or documented poor work performance.

Termination without Cause

An Employment Contract may be terminated by the Employer at any time and for any reason on a without cause basis, upon the provision of notice or payment of notice instead, and severance pay if applicable, as is minimally required by the ESA, as amended from time to time. In addition to notice, and pursuant to the ESA, the employee shall be entitled to an additional one (1) week's notice or payment in lieu of notice for every year of completed service (severance pay) with the Employer to a maximum of sixteen (16) weeks' notice inclusive of the notice requirements under the ESA. The notice as described in this paragraph is inclusive of all statutory and common law entitlements to notice or payment in lieu of notice. Upon satisfaction of the requirements under this paragraph, the Employer shall have satisfied any and all obligations to the employee, whether under the ESA, as amended, or at common law. The notice requirement contained in this clause constitutes a material inducement to the Employer to enter this agreement.

Resignation

After completion of the first ninety (90) days of the probationary period, employees must give the Employer thirty (30) day's notice of resignation. The Employer may waive the resignation notice period in whole or in part at any time by providing payment of regular wages for the period so waived.

Layoff

Operation requirements are subject to change based on workload and the funding levels received on an annual basis. All efforts will be made to keep staff in a position similar, in scope and salary, to that they have become accustomed to. If the organization is unable to do this, then employees will receive one (1) week notice for each year of service, as required by the Ontario Labour Code. For employees who have a minimum of six years of service, this amount will be augmented by one (1) week of severance pay (or equivalent notice) for each year of service.

Employer Property

Upon termination of employment for any reason, all items of any kind created or used pursuant to the employee's service or furnished by the Employer including but not limited to computers, reports, files, diskettes, manuals, literature, confidential information, or other materials shall remain and be considered the exclusive property of the Employer at all times, and shall be surrendered to the Executive Director, in good condition, promptly and without being requested to do so.

TIME AWAY FROM WORK

Vacation Time and Vacation Pay

Vacation will accumulate on the basis of 0.85 days per month to a maximum of ten (10) days per calendar year and will be paid on the basis of six percent (6%) of wages earned in the previous twelve (12) month period during which vacation time is earned.

As vacation is designed to give employees a chance to rest and rejuvenate, therefore taking vacation is encouraged by the employer. For this reason, employees may only carry five (5) days from one year to the next. These days should be used during the first 90 days of the new year.

Sick Leave

Employees will be entitled to nine (9) days of sick leave per calendar year accumulated on the basis of 0.75 days per month. A maximum of three (3) days of sick leave may be carried forward to the next calendar year so that an employee shall have no more than twelve (12) sick days in any one calendar year. Any additional sick leave accumulated will be forfeit. Moreover, regardless of the amount of sick leave accumulated, sick leave will not be paid out upon resignation, retirement, or termination of employment for any reason. Furthermore, since Sick Leave has no cash value, employees may not use more than they have accumulated, without the express written permission of the Executive Director. Employees working less than full time will have their rate of accumulation adjusted accordingly.

Sick leave can be used for personal illness, personal medical appointments, and visits to specialists.

The Employer reserves the right to request information with respect to limitations, restrictions, prognosis in such manner as it deems necessary in the circumstances with respect to any request for paid or unpaid sick leave. The employer also reserves the right to request a doctor's note for absences of three (3) days or longer.

Compassionate Leave

CCSGD will grant up to three (3) working days per event on the occasion of a death in the staff member's immediate family. Immediate family is defined as: parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), spouse (including common law a/o same sex partner), step child(ren) or ward of the staff member, father-in-law or mother-in-law (including parent of same sex partner).

Additional compassionate leave may be granted at the discretion of the Executive Director for reasons not covered elsewhere in this manual. These requests should be discussed in person with the ED and followed by a written submission.

Jury Duty

Employees will be allowed up to two (2) weeks paid time off for jury duty. After that, employees will be asked to continue jury duty without pay. Any compensation, covering the first two (2) weeks, received from the court system shall be surrendered to the Organization. A copy of the notice to serve should be provided for inclusion in the employee's personnel file.

Disability Leave

Currently, CCSGD's benefit package does not provide for Short Term Disability. CCSGD does have coverage for Long Term Disability through Sunlife Assurance Company, with a waiting period of 120

days. To access this coverage, please contact the Office Manager. For short term disability, employees have the option to apply for EI Benefits for medical reasons.

For more information on EI Benefits, please visit:

<http://www1.servicecanada.gc.ca/en/ei/types/special.shtml#Sickness3>

Maternity, Parental and Adoptive Leave

Maternity/Parental/Adoptive and other government supported Leave shall conform to the provisions of the Employment Standards Act. The full period of the leave is granted without pay. CCSGD will issue a Record of Employment on commencement of leave which allows the employees to make claim for Employment Insurance Benefits. When the employee returns to work, employment is guaranteed in a similar position at the same salary level. During the full period of leave, vacation and sick leave shall continue to accumulate. During the period of the leave the employee may retain coverage under the Group Medical, dental and extended Health plans and the full premium costs of all benefits will be paid by CCSGD. Every attempt will be made to return employees to a position of equal responsibility on return from leave status, however, no guarantees exists that the exact position left will be available on return.

Unpaid Leave

Employees may take unpaid leave with the written consent of the Executive Director. During periods of unpaid leave, medical, dental, life and AD&D coverage shall continue to be paid by the employer, vacation shall continue to accrue and seniority shall be maintained. Every attempt will be made to return employees to a position of equal responsibility on return from leave status, however, no guarantees exists that the exact position left will be available on return.

BENEFITS

[See insurance company benefits package](#)

PROFESSIONAL DEVELOPMENT

At the discretion of the Executive Director, employees may be able to attend conferences, courses, seminars and meetings, identified through annual work plans and performance reviews, which may be beneficial to the employee's professional development. If these opportunities are directly related to the employee's position, or are suggested by the Executive Director, then CCSGD will cover the cost of registration, course materials and some travel expenses.

If CCSGD has agreed to pay for a course the fees will be paid on evidence of successful completion. If CCSGD sponsors a course (or courses) and the employee departs CCSGD within a year of completion, the course fees will become repayable in full.

CONFIDENTIALITY

- All employees of the CCGSD shall keep confidential any and all information they acquire during the course of their employment that would reasonably be considered to be personal or confidential.

This includes, but is not limited to:

- Personnel information concerning CCGSD event participants,
- Personal information concerning all employees of the CCGSD;

- Confidential information obtained from third parties;
 - Confidential information about matters under consideration by CCGSD administration or the CCGSD Board of Directors;
 - Confidential information concerning the business or operations of the CCGSD
 - Content of tenders and other contractual negotiations; and
 - Details of business operations, financial matters and other confidential records of businesses which deal with the CCGSD.
- No person shall disclose such information unless such disclosure is required within the course of employment.
 - Information covered by this policy shall include information that is written or unwritten or stored electronically.
 - Subject to legislation and regulations, any personal or confidential information shall be released only as required in the necessary course of employment and only by those persons authorized to release such information.
 - An employee shall make his or her best efforts to ascertain whether or not release of information is authorized, and if uncertain shall direct the inquiry to the Executive Director or the Board of Directors.
 - Any person who knowingly, recklessly or negligently releases personal or confidential information without appropriate authority may be subject to disciplinary action up to and including termination of the employment contract.
 - The CCGSD shall:
 - develop procedures to collect, store and allow access to personal and confidential information in keeping with the requirements of appropriate legislation; and
 - provide employees with direction concerning the appropriate release of information that they may encounter during the course of their employment.
 - All volunteers who may have access to confidential or personal information shall be provided with a copy of this policy and shall be required to adhere to its requirements as a condition of being a volunteer.
 - All Contractors who may have access to confidential or personal information shall be provided with a copy of this policy and shall be required to adhere to its requirements as a condition of their contract.
 - All supervisors shall ensure that all employees, volunteers and contractors covered by this policy shall be provided with a copy of this policy prior to commencing employment or duties with the CCGSD and shall sign an acknowledgement of review of this policy.

Acknowledgement of Review of Policy on Confidentiality

I _____ acknowledge that I have had the opportunity to review the following information and materials provided to me concerning the CCGSD's policy on confidentiality:

Attached for review

I have had the opportunity to review these materials with the Executive Director CCGSD and I have had the opportunity to ask questions and receive explanations of the information and materials.

I confirm that I have been informed that I am expected to conduct myself within the requirements of the policy philosophy, of the CCGSD as set out in the information and materials.

_____ Signature of Employee

Dated _____, 20____

INTELLECTUAL PROPERTY

Any intellectual property, such as trademarks, copyrights and patents, and any work created by an employee in the course of employment at CCSGD shall be the property of CCSGD and the employee is deemed to have waived all rights in favour of CCSGD. Work, for the purpose of this policy refers to written, creative or media work. All source material used in presentation or written documents must be acknowledged.

IT Information Storage and Security

Any storage devices (CD's, USB's, Floppy Discs) provided by CCGSD to be used by employees at CCSGD, located at CCSGD's address, acknowledge that these devices and their contents are the property of CCSGD. Furthermore, it should be understood by employees, that company equipment should be used for company business only during normal working hours. Downloading of personal materials on company equipment can be harmful to said equipment and should not be done. Employees are also reminded that while they can use personal equipment for CCGSD work, the information contained on these devices related to CCGSD work remains the property of CCGSD and must be returned and or deleted upon termination of employment or at the written request of either the Executive Director or the Board of CCGSD.

HEALTH AND SAFETY

CCSGD, along with its employees, must take reasonable precautions to ensure that the workplace is safe. The organization complies with all requirements for creating a healthy and safe workplace in accordance with the Occupational Health and Safety Act of Ontario.

Employees who have health and safety concerns or identify potential hazards should contact the [Insert contact person].

Alcohol consumption or illegal drug use is not permitted during work hours on the premises. From time to time, with the Executive Director's permission, alcohol may be used to celebrate an occasion/event.

AIR QUALITY

Indoor air quality can lead to many health issues. CCSGD recognizes this and attempts to minimize the risks associated with indoor air quality and the effects on its employees. Issues pertaining to air quality should be reported to the Manager, Finance and Administration.

Smoke Free Environment

Effective May 31, 2006, the province of Ontario banned smoking in workplaces. As such, smoking in the offices of CCSGD is not permitted at any time. An 'enclosed workplace' is defined as the inside of any place, building or structure or conveyance or a part of any of them that a) is covered by a roof or b)

employees work in or frequent during the course of their employment whether or not they are acting in the course of their employment at the time, and c) is not primarily a private dwelling

Scents

CCSGD is aware that some persons may have allergies or sensitivities to perfumes, lotions, colognes and / or chemical smells. As a result, we discourage the overuse of these products.

Pets

The offices of CCSGD are a place of business, and as such, pets are welcome during normal working hours.

Renovations

As odours from building materials and noise levels for tools can cause discomfort to employees, renovations will be scheduled to have a minimum impact on employees. This may include renovating during non-work hours (evenings & weekends) and ensuring direct ventilation to control fumes. Carpets should be installed and cloth furniture unwrapped late in the day so emissions may occur during non-working hours.

HARRASSMENT

CCSGD wants to provide a harassment-free environment for its employees and volunteers. Mutual respect, along with cooperation and understanding, must be the basis of interaction between members and staff. CCSGD will neither tolerate nor condone behaviour that is likely to undermine the dignity or self-esteem of an individual, or create an intimidating, hostile or offensive environment.

There are several forms of harassment but all can be defined as any unwelcome action by any person, whether verbal or physical, on a single or repeated basis, which humiliates insults or degrades. "Unwelcome", for the purposes of this policy, refers to any action which the harasser knows or ought to reasonably know is not desired by the victim of the harassment.

Specifically, racial harassment is defined as any unwelcome comments, racist statements, slurs, jokes, graffiti or literature or pictures and posters which may intentionally or unintentionally offend another person.

Sexual harassment is any unwanted attention of a sexual nature such as remarks about appearance or personal life, offensive written or visual actions like graffiti or degrading pictures, physical contact of any kind, or sexual demands.

WORKPLACE VIOLENCE

Workplace violence can be defined as a threat or an act of aggression resulting in physical or psychological damage, pain or injury to a worker, which arises during the course of work. Further to the definition of violence, is the definition of abuse. Abuse can be verbal, psychological or sexual in nature. Verbal abuse is the use of unwelcome, embarrassing, offensive, threatening or degrading comments. Psychological abuse is an act which provokes fear or diminishes a person's dignity or self-esteem. Finally, sexual abuse is any unwelcome verbal or physical advance or sexually explicit statement.

CCSGD has a zero-tolerance limit with regards to harassment and violence. Employees or volunteers engaging in either harassing or violent activities will be subject to discipline, which may include termination of employment, removal from Boards or committees and possibly criminal charges.

DISPUTE RESOLUTION

Regrettably, conflict can occur in any working environment. In an effort to resolve conflict in an expedient, yet fair manner, CCSGD recommends the following process for conflict or dispute resolution.

Speak to the person you are having the dispute with. Many times, disputes arise due to misunderstandings and miscommunications.

If speaking to the individual does not work, speak to the Executive Director. The ED will arrange a meeting between those involved in the dispute, to determine a resolution.

If the ED is unable to resolve a workplace dispute, the parties may be referred to mediation by an outside third party. As both parties will have input into the resolution of the mediator a final copy signed by both parties shall be considered binding on both parties of the dispute.

If the ED is a party to a workplace dispute, the Board will arrange a meeting between those involved in the dispute, to determine a resolution. If the Board is unable to resolve the dispute, the parties may be referred to mediation by an outside third party. As both parties will have input into the resolution of the mediator a final copy signed by both parties shall be considered binding on both parties of the dispute.

In cases where CCGSC staff or Board members should be the object of a complaint the Board will engage an external third-party resource to investigate and make recommendations for resolution to the board. The recommendations of the investigator shall be the form part of the final dispute resolution of the parties. The process of the engaged external third-party resources will include the following (or similar) process.

1. The process is initiated upon receipt of a written and signed complaint.
 - a. In the case of a Third Party or hearsay allegation, the Board of Directors will endeavour to communicate this process to the potential complainant immediately.
2. The written complaint is sent to the external investigator, who will then provide a copy of the complaint to the person(s) concerned.
 - a. Should the complainant wish to remain anonymous, the signature and name can be removed from the written complaint. However, they need to recognize that the written complaint will be presented to the person(s) concerned and they may deduce the identity of the complainant based on the context and situation described.
Confidentiality and anonymity from the person(s) concerned cannot be guaranteed.
3. The person(s) concerned respond to the complaint in a written statement, which is then provided to the complainant.
4. The External Investigator meets with the complainant, taking verbatim minutes. The minutes are then revised by the Investigator and sent to the complainant for approval and signature.
5. The External Investigator meets with the witnesses named, if any, by the complainant (or a selection of witnesses should a great number be named) and, in each meeting, takes verbatim minutes that are then revised and sent to the witness for approval and signature.

6. The External Investigator meets with the person(s) concerned by the complaint, taking verbatim minutes. The minutes are then revised and sent to the person(s) concerned for approval and signature.
7. Upon completing the interviews, the External Investigator will write a report, including recommendations on how to move forward, to be presented to the President of the Board of Directors.
8. The President of the Board of Directors will meet with the complainant and the person(s) concerned individually to explain the outcome of the investigation and the recommendations of the report.
9. The Board of Directors, the Executive Director, the Management Team and CCGSD Staff and Volunteers will work diligently to implement the recommendations of the External Investigator as quickly and efficiently as possible.
10. Should illegal activity be indicated, the CCGSD will contact the authorities to conduct a criminal investigation immediately.

DUTY OF CARE

Please reference separate policy document for details.

DIVERSITY POLICY

In keeping with our Fundamental Principles the CCGSD is committed to social justice and diversity. We welcome all who share our mission and want to help, and are determined that those who need our service have full access. We continue to provide services to all people in need, without regard to race, ancestry, place or origin, colour, ethnic origin, citizenship, creed, religion, gender, sexual orientation, age, marital status, same-sex partnership status, family status, or disability.

To ensure our services are free of barriers, employee diversity is an integral part of the CCGSD's business practices. Individual differences are respected and valued. Fair and equitable treatment will apply to all aspects of employment. To ensure this, the CCGSD will actively remove barriers to ensure that each person has equal access to the benefits of employment.

Pro-active accommodation at work will be provided, where necessary and reasonably practical, to provide ways that support the employee's dignity, worth and productivity, or to hire or retain qualified employees disabled through either injury or illness, or otherwise belonging to groups protected under the applicable Human Rights Code.

Scope

This policy applies to all employees and volunteers of the CCGSD.

Discrimination

Discrimination is defined as any action, behaviour or attitude, whether intentional or unintentional, which negatively affects or could negatively affect the employment of an employee/volunteer, on the basis of one or more of the prohibited grounds contained in the legislation. Discrimination that is prohibited can be intentional and direct, or can take the form of indirect, unintentional or "systemic" discrimination.

Barriers

Generally fall into three areas: attitudinal/behavioural, procedural, and physical. Barriers prevent people from maximizing their contribution to the CCGSD because of their race, ancestry, place or origin, colour, ethnic origin, citizenship, creed, religion, gender, sexual orientation, age, marital status, same-sex partnership status, family status, or disability.

Work Accommodation

Work accommodation is any modification made to the way in which an individual works that enables that person to fulfill the essential job tasks for his or her assigned position. Modifications may be temporary or permanent.

Reasonably practical

Efforts to accommodate a worker will be deemed to be reasonably practical based on several factors. Those that should be considered include sources of funding, undue hardship, health and safety requirements, and cost. Factors that may be excluded are business inconvenience and third party preferences.

Policies

The CCGSD will be free of structures or actions that oppress, exclude, limit or discriminate. CCGSD policies, procedures and standard practices will be in compliance with applicable Human Rights legislation. Fair and equitable treatment will apply to all aspects of employment including but not limited to, recruitment, selection, placement, training and development, promotion, compensation, benefits, termination, and the work environment.

Management responsibilities

It is the responsibility of management to ensure that all policies, practices, guidelines and/or procedures do not permit intentional or unintentional (systemic) discrimination, and on an ongoing basis, to review and assess their policies, practices, and environments to ensure they are free of barriers and biases. In so doing, supervisors/managers will make every effort to ensure that their volunteer and employee workforce is reflective of the communities in which our services are provided.

Vulnerable clients

Within this inclusive framework, the CCGSD will make special efforts to involve and address the special needs of the most vulnerable, including:

- Children and youth
- Refugees, recent immigrants and new Canadians
- Aboriginal communities
- Smaller and remote communities

Reasonable accommodations

In order to discharge its obligations under this policy, the CCGSD will make all reasonable efforts to accommodate the particular needs of employees and volunteers, subject to operational requirements. Such initiatives may include, but are not limited to:

1. The modification of job tasks and/or the physical workplace to accommodate for temporary and permanent physical disabilities.
2. The modification of work hours

3. Religious Holiday Exchange: An employee may be permitted to exchange a religious holiday with any current non-statutory holiday where appropriate work accommodations can be arranged. Consultation with Human Resources is required
4. Paid and unpaid family leaves
5. Education and workshops aimed at improving our understanding of diversity and social justice.

Note: The CCGSD has an obligation to provide early return to work opportunities for those disabled as a result of a workplace injury or illness. The employee also has an obligation to cooperate and actively participate in their own recovery and return to employment, where practical. For more information, employees are to speak to their applicable HR Representative.

The Executive Director, is responsible for advising stakeholders, maintaining, monitoring, and revising this policy; and for authorizing exceptions.

Members of the CCGSD Management Team are responsible for applying and implementing this policy in each of their respective areas.

VOLUNTEER/STAFF SCREENING POLICY

Purpose

To ensure volunteers and staff are aware of the consistent screening process for all volunteers and that volunteers are able to apply to roles at CCSGD and expect a screening, interview and selection process that is fair, reasonable and accommodating.

Policy Statement

CCSGD will screen and select candidates based on requirements determined through an assessment of risks. Interviews and requirement requests will be conducted in a manner that reflects the labour and human rights legislation in Ontario. The screening process will take reasonable precautions – based on risks assessed in each volunteer role – to ensure volunteers selected can meet the requirements of the role in a fair and equitable manner.

Definitions

“Screening” refers to the entire process of volunteers applying to, interviewing with and being selected by CCSGD. Recruitment, selection, interviewing, application, reference- checking and candidate follow-ups are all included in this process.

“Human rights legislation” refers to the Ontario Human Rights Code, which protects Ontarians from discrimination in all its forms.

“References” refer to individuals that may be contacted – with the consent of potential volunteers – to confirm identity, activity and previous engagements by the staff member recruiting volunteers.

Responsibilities

Volunteer Responsibilities

Volunteer candidates will complete Application Forms and demonstrate that they meet Application Requirements honestly and to the best of their ability. Volunteer candidates will provide references if required for the role and complete any orientation and training necessary to ensure they are prepared for the role.

Staff Responsibilities

Volunteer supervisors will conduct a risk assessment for all volunteer roles to determine the screening requirements. These requirements should be linked directly to the risk (such as vulnerable sector checks for volunteers working with vulnerable clients) and should be focused on the role, not the potential individual filling the role.

It is the responsibility of senior management (the Executive Director and the Board of CCSGD) to determine a standardized application form and process (see: Procedures) that will be updated yearly and followed by all potential volunteers.

It is the responsibility of the staff member recruiting volunteers to develop appropriate interview questions for phone and/or in-person interviews (whichever is necessary). Requesting references and other requirements will be based on the requirements determined by the risk assessment. If references are requested, they must be contacted.

It is the responsibility of any party involved in the screening process (accepting applications, interviewing candidates, following-up on requirements) to make a determination on whether potential volunteers may be unfit based on the specific requirements expected of them.

Failure to follow this policy and the screening procedure prescribed herein will result in inconsistent volunteer recruitment and selection and a dilution of CCSGD's mission in recruiting volunteers. Staff will be reminded of the policy and given additional assistance in volunteer screening if requested to comply with this policy.

Feedback from volunteers will be collected after the beginning of their engagement to assess the efficacy of the screening process.

Procedures

All candidates will:

- Be made aware of the screening process
- Fill out an Application Form or follow Application Requirements from postings on the CCSGD website
- Submit additional requirements (such as resumes & cover letters, if required) based on their relevance to the role and as determined by the risk assessment
- Be interviewed in a single- or multi-phase process by one or more staff
- Submit personal and/or professional references if required for the purposes of selection
- Attend orientation & training if selected for the volunteer role

All staff recruiting will:

- Post application information (Form/Requirements) on the CCSGD website, along with any additional requirements for the role as determined by the risk assessment
- Interview candidates who best meet the requirements of the role via phone and/or in person
- Contact references if required for the purposes of selection
- Decline candidates who had been selected for interviews that do not meet the requirements of the role
- Prepare or provide orientation & training for new volunteers/staff that are selected, where applicable

The screening policy and procedure is in accordance with CCSGD's statement of diversity and anti-discrimination policy. Every effort will be made to select volunteers/staff, who represent the diverse community served by CCSGD.

Application

All Application Forms/requirements listed in postings will ask for:

- Candidate name
- Contact information
- Commitment length (if relevant)
- Answers to application questions, if necessary
- An explanation of why candidate would be a good fit/are interested in role (in lieu of cover letter)

Applications will be sent by e-mail, physical mail or in-person to the posting staff person or any other address provided in the posting.

Additional Requirements

Candidate role requirements can include:

- Samples – writing, design, past experience, etc.
- Resumé/CV – information about past work, volunteer and/or academic experience
- Cover Letter – more robust explanation of someone's purpose in the application
- References – cannot be contacted without applicant consent and not until the end of the process

To request police reference checks and vulnerable sector screenings, the following criteria must be met:

- There is a bona fide reason to request this check – examples include working with vulnerable clients (seniors, youth, people with disabilities), handling money, driving, or certain unsupervised programs

- The check is not requested until the final round of the screening process (after interviews) to ensure the candidate is a right fit for the role
- Any information found on the check that is not relevant to the role or its requirements will be disregarded and have no impact on decision making

Interview

Development of interview questions, and the interview process, should be as follows:

- Interview questions are developed to discover the presence of skills, competencies and experience (where applicable) of candidates for the specific role, related to the duties, responsibilities and activities of that role
- Questions are applicable to all candidates being interviewed for the same role, with accommodations made as necessary
- Detailed records are kept of each interview, including notes of comments made by candidates and interviewer concerns; this record is available to candidates at any time

Staff recruiting candidates may opt for a phone/video interview first, or on its own, if the information and format will be applicable to the role.

References

References may be requested at any time, but consent must be provided from candidates when references will be contacted. This means references must be requested after the candidate has begun the screening process, and not at the beginning. Do not contact references until the final stage of the screening process – when you have decided on the candidate you wish to recruit or you are between 2-3 candidates for the role. Notes of the comments from reference conversations will be kept in the volunteer file, with contact information kept confidential.

CCSGD recommends the use of the following as acceptable references:

- At least one person who has served in a supervisory capacity with the volunteer in paid or unpaid settings
- At least one person who knows the candidate personally and can vouch for their experience as listed
- Additional references based on the level of risk in the role
- Partners, spouses, family members and medical professionals of the candidate may not be used as references

Next Steps

Determine the timeline for the screening process if a second or third interview will be required. Any additional requests from candidates should be equitable to all candidates of that stage in the screening process, such as police reference checks or samples.

Declining Candidates

If a candidate does not complete the screening process, supply the requested requirements, show evidence of ability to fulfill the duties of the role, and/or indicates behaviour not in line with the Human Rights & Anti-Discrimination Policy and Workplace Violence & Harassment Policy, they will be declined for the role. A supervisor must also not rely on personal preference or opinion to decline a candidate. Declined candidates are also entitled to a reason for this decision if they request it, based on the criteria of the role.

DRUGS & ALCOHOL POLICY

Failure to comply with the following Policies may lead to disciplinary action for volunteers, and staff and removal from CCGSD programs, and events for participants.

DRUGS AND DRUG ABUSE

CCGSD strongly deplores the increasing misuse and abuse of all drugs within the community. CCGSD reminds all Staff Volunteers and participants that Federal and Provincial laws specifically cover the subject. Members should make themselves conversant with these laws.

Possession or use of “prohibited drugs” by any adult or youth member at any CCGSD activity will result in that person being required to leave the activity immediately and in the case of youth participants, parents will be advised of the reasons for such action. Police will be advised in any case of suspected illicit drug possession and/or use.

ALCOHOLIC DRINKS

The CCGSD responsibilities to youth, their parents / guardians and other members require adults to be particularly circumspect in regard to the consumption of alcohol while taking part in CCGSD programs and activities. In particular, staff must never allow themselves to be placed in a position where there can be any suggestion that the consumption of alcohol may have affected their ability to exercise proper care of members and activities under their charge or supervision.

Minors are not permitted to consume alcoholic drinks at CCGSD meetings, activities or any other function they attend as a representative of the CCGSD.

With the approval of the Executive Director, alcoholic drinks may be consumed in moderation, by those legally allowed to do so, at formal CCGSD functions where accepted convention would normally permit the serving of pre-dinner drinks and table wines with meals.