



GLOBAL ORGANIZATION OF PARLIAMENTARIANS AGAINST CORRUPTION  
ORGANISATION MONDIALE DES PARLEMENTAIRES CONTRE LA CORRUPTION  
ORGANIZACIÓN MUNDIAL DE PARLAMENTARIOS CONTRA LA CORRUPCIÓN  
المنظمة العالمية للبرلمانيين ضد الفساد

# Human Resources Policies & Procedures Manual

*Last modified May 22, 2013*



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## Record of Modifications

All modifications to this manual must be recorded in the table below and approved by the Management Committee. The date on the title page of the manual must reflect the most recent modification.

<b>Date Modified</b>	<b>Title of Modified Policy</b>	<b>Description of Modification</b>
22 May 2013	Entire document	Removal of mission and transfer of senior staff & COO responsibilities to the Executive Director.
30 January 2013	Entire Document	Approved by GOPAC Executive Committee.

## Introduction

The following human resources manual is intended to provide an overview of the human resources policies and procedures of the Global Organization of Parliamentarians Against Corruption, which shall be referred to as “GOPAC” throughout this manual.

As an independent organization operating in Ontario, Canada, GOPAC is required to comply with the Canadian Labour Code (<http://laws-lois.justice.gc.ca/eng/acts/L-2/>) and its regulations, as well as the Ontario Employment Standards Act ([http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_00e41\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm)).

## Definitions

Chair: Chairperson of GOPAC elected by the Board of Directors

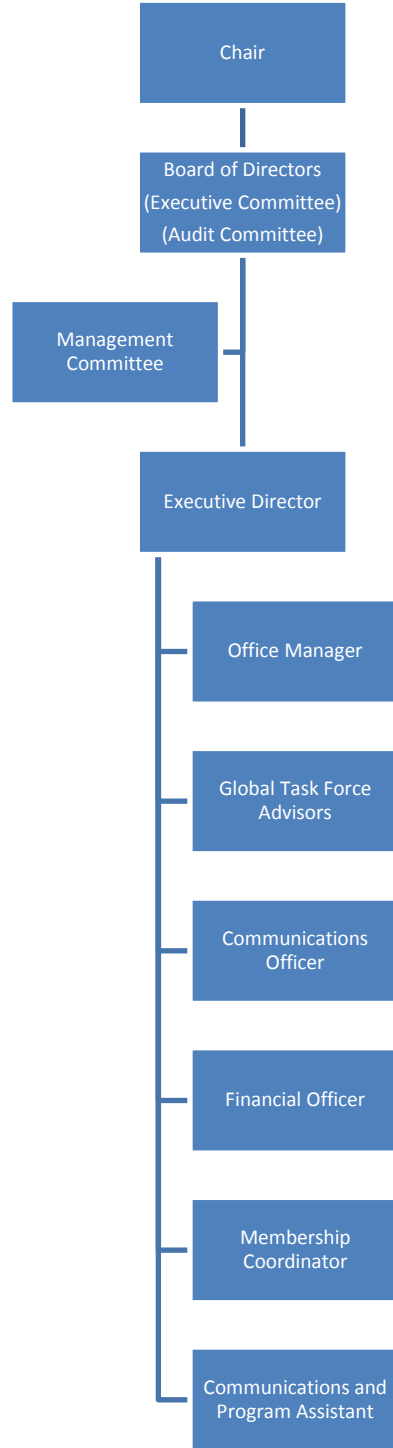
Executive Committee: Executive Committee of the Board of Directors

Management Committee: Committee composed of the Chair of the Management Committee, Executive Director, and any Member at Large of the Management Committee

GOPAC Representative: Employee, member, contractor or supplier of the organization

**General Policies**

**Organizational Chart**





## Human Resources Overview

The human resources department consists of staff that manages and processes human resources information for GOPAC. The following positions comprise the human resources department:

- Executive Director
- Financial Officer
- Office Manager
- Program Assistant

Other officers and employees of GOPAC who have human resources responsibilities are as follows:

- Executive Committee

The primary responsibilities of the human resources department are for:

- Position Management
- Recruitment
- Standards of Conduct
- Employee Relations
- Compensation and Benefits
- Health and Safety
- Employee Record Management

## Position Management

### Position Descriptions

Every position must have a description, which clearly outlines the duties, responsibilities, authority limits, and role of the position within the organization. The language used in position descriptions will be clear, brief, and precise.

Position descriptions will:

- Define the key responsibility areas for the position;
- Outline the education, skill, and ability qualifications required for the position;
- Describe the working conditions of the position;
- Clarify the relationship between the position and the organization;
- Serve as a tool in the organizational structure and for designing reviews by establishing the reporting method of the position on the organizational chart;
- Clarify the position's role and provide a standard to assess performance;
- Provide guidance in developing relevant interview questions and tests (where applicable) for the recruitment process; and
- Identify training requirements for the position.

All employees of GOPAC shall receive a copy of their position description with their employment agreement.

#### Responsibility

The Executive Director has the overall responsibility to assign duties and draft descriptions.

#### Approval

All existing position descriptions must be signed by the Executive Director to indicate that the content accurately reflects the duties assigned.

#### Review of Position Descriptions

Position descriptions will be reviewed at the time of recruitment for the position or at any time when the job functions change significantly.

Revised position descriptions must be communicated to all employees after approval.

## Organization & Reorganization

GOPAC will take a coordinated approach to changes within its organization. The Executive Director will establish an organizational structure which best supports the delivery of its mandate and programs, and modify this structure as required. The Executive Director is responsible for reviewing the reorganization plans prior to submission to the Management Committee for final approval.

In reviewing the organizational structure and/or in the consideration of restructuring, the following issues will be addressed:

- Potential for duplication of programs/functions across units;
- Differences of opinions relative to responsibility of programs;
- Classification and staffing issues;
- Impact of the change on existing employees.

The Executive Director will ensure that all relevant organizational changes and human resource issues have been clearly identified, and that a plan is in place to effect change with minimal disruption to employees and activities.

## Employment Classification

An “employee” of GOPAC is defined as a person who regularly works on a wage or salary basis.

Employees of GOPAC are classified as either “managerial” or “non-managerial.”

## Types of Employment

Every position in the organization must be assigned to one of the following employment categories prior to filling the position.

### Full-Time Salary Position

An employee who occupies a full-time salary position works thirty-seven and a half (37.5) hours a week on an ongoing basis and is paid an annual salary.

### Part-Time Salary Position

An employee who occupies a part-time salary position works less than thirty-seven and a half (37.5) hours a week on an ongoing basis and is paid an annual salary.

### Temporary Position

An employee who occupies a full-time or part-time position on a temporary basis will be paid at an hourly rate and is informed in advance of the period of his/her employment and the conditions under which it may be terminated. Examples of temporary positions include summer students and employees

hired to complete a specific project. Upon the expiry date of the contract, the employment relationship ceases unless a contract extension is negotiated.

A temporary position can be full-time, part-time or casual, depending on the required hours of work as defined below:

- *Full-time temporary position:* Thirty-seven and a half (37.5) hour work week.
- *Part-time temporary position:* Less than a thirty-seven and a half (37.5) hour work week.
- *Casual position:* Scheduled or on call, as operationally required.

### Internship

An intern is a post-secondary student who works for GOPAC in order to obtain work experience and/or as a requirement of their post-secondary program. An intern is not usually paid.

### Volunteer

A volunteer is an individual who donates their time or services to GOPAC.

## Recruitment and Selection

### Equal Employment Opportunity

GOPAC is an equal employment opportunity employer. Employment decisions are based on merit and business needs, and not on race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age, physical attributes, religion, physical or mental disability, marital status, veteran status, political affiliation.

Vacant positions will be filled by competition in a consistent, effective and efficient manner. Vacancies will be filled by the most suitable candidate for requirements of the position.

### Immigration Law Compliance

All offers of employment are contingent on verification of the candidate's right to work in Canada.

### Selection Process

The criteria in the position description will be used to select the preferred candidate. A minimum of two (2) GOPAC employees, including the Executive Director, will interview for all positions, ensuring that both employees conducting the interviews are not at a lower classification than the position for which they are recruiting. A system for grading candidates will be fairly and equitably applied to all candidates through the questionnaires used in the interview process.

A minimum of three reference checks will be completed on the preferred candidate(s). Verification of education and verification of previous employment may occur.

### Offer of Employment

Following a verbal offer of employment and acceptance, a written employment agreement will be provided to the candidate that is to be signed by the Executive Director.

### Probationary Period for New Employees

The probationary period is an extension of the selection process and provides GOPAC with an opportunity to determine, through a performance review, if the individual's knowledge, skills, and abilities are an appropriate match for the position. Employees will be officially appointed to their position upon satisfactory completion of the probationary period.

Probation applies to new employees only.

The period of probation begins on the employee's commencement date and runs for three (3) months for all positions.

If it is not possible to determine whether an employee is suitable for ongoing employment, the probationary period may be extended for another 3 months. As it is expected that an employee's

supervisor can adequately assess his/her performance during the initial probationary period, extensions are considered only in unusual circumstances.

The supervisor should discuss any concerns about a probationary employee with the Executive Director as they arise.

The Executive Director must notify the employee in writing of the extension of the probationary period and reasons why it is extended before the end of the normal probationary period.

The supervisor will set goals, monitor performance, and provide feedback to the employee on a regular basis during the probationary period.

### Orientation

GOPAC recognizes the importance of providing essential information to newly hired persons and will provide all new employees with an orientation session during the initial probationary period of employment.

During the orientation period, the supervisor will:

- Inform the new employee of expected responsibilities and review the job description;
- Introduce the new employee to their colleagues;
- Inform the new employee of performance evaluations;
- Answer questions as required;
- Review relevant policy and procedure manuals along with pertinent details of the work area with the new employee;
- Brief the new employee on the role, purpose, history, organization of GOPAC; and the long term strategic direction; and
- Review the appropriate building security information with the new employee and provide the necessary access keys, passes and/or codes.

### Personnel Records and Administration

The task of handling personnel records and related administration functions at GOPAC is assigned to the Financial Officer. Personnel files will be kept confidential at all times and include some or all of the following documents:

- Employment Contracts
- Leave records
- Performance Evaluation Forms

## Change of Personal Data

Any change in an employee’s name, address, telephone number, marital status, dependents, or insurance beneficiaries, or a change in the number of tax withholding exemptions, needs to be reported in writing without delay to the Financial Officer.

## Compensation and Benefits

### Base Compensation

It is GOPAC's desire to pay all employees' wages or salaries that are competitive with other employers in the marketplace and in a way that will be motivational, fair, and equitable.

In determining salaries consideration will be given to salary data from peer organizations, other facilities and other employers in the same geographical region. The specific objective of our pay system is to have a fair and equitable system that will attract and retain highly qualified individuals.

#### Salary

The organization will compensate staff based on skills, direct experience, education and years of service.

Salary ranges will be established for every position in the organization using position evaluation comparisons and labour market data. A salary range denotes the pay limits of the job to include the minimum and maximum salaries.

#### Salary Reviews

GOPAC will conduct a formal salary review for each employee once a year to determine whether the salary is equitable in relation to the employee's satisfactory performance, the salary range for the employee's position, and prevailing market conditions.

#### Promotional Salary Adjustment

A promotional salary adjustment is a salary increase based upon an appointment to a position with a higher salary range. The amount of the promotional increase will be based on the following:

- The promoted employee's current rate in relation to the new salary range;
- The individual's skill, experience and direct work experience in relation to the salary range; and
- The salary adjustment is typically effective on the date of the promotion.

#### Position Reclassification Adjustment

- A position reclassification is based upon an evaluation of the current position and a determination that the position should be assigned to a different salary range.
- When an employee's current position is reclassified to an equal or lower salary range, no salary adjustment will be made. If the reclassification results in a higher salary range, the employee may receive a salary adjustment based on the same guidelines that apply to promotions as described above. An effective date for the salary change will be set during the decision making process.



### Administration of Pay

GOPAC will ensure payment of employees is prompt and efficient. GOPAC will pay its employees twice per month. The pay dates will be the 15<sup>th</sup> and the last business day of the month.

#### Requests for pay advances:

For holiday purposes - An employee may request an advance on their paycheque if they will be on vacation at the time that a pay day is to occur. The request for the advance is to be forwarded to the Executive Director for approval. The request is to include the day the Employee wishes to receive the cheque and the amount. The request is then forwarded to the Financial Officer for processing. Advances will not exceed the amount rightfully due to the Employee during the period they will be absent.

Exceptional Basis - If an employee requires an advance on their pay due to personal reasons, the request for the advance, specifying the amount, is to be approved by the Executive Director. The employee will be required to sign a document stating that they owe the funds and that the funds will be deducted from the employee's next pay cheque.

#### Pay for Terminating Employees

A terminating employee's supervisor will notify the Financial Officer of employment terminations to ensure the complete, accurate and timely calculation of final pay. The Financial Officer will ensure that appropriate documentation is completed and that the final pay cheque is distributed in accordance with the Employment Standards Code. Before a final paycheque is released, the employee must have returned all organization property and have satisfied all financial obligations.

#### Pay for Terminated Employees

Where the employer terminates the employee without just cause, notice or pay-in-lieu of notice will be given to the employee as per Employment Standards code. The employee will be required to sign a Release Agreement as part of the severance agreement should the severance exceed the Employment Standards Code.

### Timekeeping Procedures

GOPAC is obligated to keep accurate records of the time worked by employees. Each employee must fill out a monthly time record which must be completed on the last working day of the month.

### Overtime Pay

#### Overtime Banked as Leave

For maximum flexibility employees may bank excess time worked and then take that time off hour for hour in lieu of payment. Time off in lieu of payment is calculated at straight time; i.e. 4 hours of overtime equate to 4 hours of time off in lieu. Banked time will be treated in the same manner as annual leave.

All banked time hours will be recorded on the timesheet. Hours worked by part-time employees, that exceed their normal schedule but are below seven and a half (7.5) in a day or thirty seven point five (37.5) in a week are classified as extra time and if not banked would be paid at regular rates if approved by the supervisor.

### Approval

An employee is responsible for obtaining his/her supervisor and the Executive Director's approval for all overtime (paid or banked) by submitting a Request for Overtime Form. Failure to obtain prior approval may result in the claim for bank time or overtime pay being denied.

Where an employee is in an emergency situation and there is no supervisor readily available, and the employee is required to work beyond the normally scheduled hours of work; the employee is required to notify the supervisor the following day and obtain the required approval set out above.

### Business Trip

In situations where an employee is on a business trip he/she will make prior arrangements with his/her supervisor on the agreed management of the hours worked during the trip. Employees will only be compensated for overtime worked while on a business trip if more than 44 hours were worked during the week and the approval procedures outlined above were followed.

All weekend days spent travelling for business will be compensated as banked leave, at the rate of 7.5 hours per day, no matter the length of travel. Regular work days spent travelling will not be compensated for overtime.

### Tracking

The Financial Officer is responsible for maintaining a log of the time off owed to an employee and a record of the time taken against that accumulated total.

### Exception – Part-time Employees

An employee in part-time salary position who is required to work additional hours will be compensated at the same rate for hours worked up to the normal daily hours (7.5) required for a full-time position. If the employee is required to work more than the normal daily hours, the overtime policy for full-time salary employees applies. Part-time employees are not intended to be required to work full-time hours for extended periods of time (generally six (6) months or more) and if such instances occur, a review of the position's status will be conducted.

### Exception - Management

Employees occupying a management position with GOPAC are not eligible for overtime (bank or paid). In lieu of overtime, management positions will receive 3 days of management supplement leave; which

will be granted, up front each year at the start of the new fiscal year. These 3 days of leave are to be treated in the same manner annual leave.

## Named Holidays

GOPAC recognizes the following days as Named Holidays and adheres to the requirements outlined in the applicable employment standards legislation:

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

All full-time and part-time Employees are entitled to be paid for the Named Holidays, as recognized by GOPAC, based on meeting the following criteria:

- An employee must work his/her regularly scheduled work hours preceding and following the Named Holiday or be on an approved paid leave.
- An employee must work on the Named Holiday when scheduled or required to do so. All authorized hours worked on a Named Holiday will be compensated at a rate of time and one half (1 ½) or the employee will be given time off at a rate of one and one half (1 ½) hour off for hour worked.

These holidays will be observed on the designated date; however, in the event that a Named Holiday occurs on a Saturday or Sunday, the Executive Director will designate an alternate day in lieu.

Where an employee is absent and collecting Workers Compensation or Long term Disability, or if an employee is on unpaid leave, he/she will not be paid for the Named Holiday.

To determine if a casual, temporary, irregular work schedule and part time employee is entitled to a Named Holiday, the following calculation will be made: if the employee worked at least five of the same days as the Named holiday in the nine weeks prior to the week of the Named Holiday and this is a regularly scheduled day of work, then the employee is eligible for Named Holiday pay. The number of hours worked on the designated day in the nine week period divided by the number of designated days worked will determine the number of hours the Employee should be paid for the Named Holiday.

## Annual Leave

All arrangements concerning annual leave should be made as early as possible in advance and will only be approved when satisfactory arrangements can be made to cover workloads during an employee's absence.

No annual leave shall be taken until an employee has successfully completed their probation period, unless approved by the Executive Director.

Annual Leave entitlement accrues on a monthly basis (i.e. annual entitlement is divided by 12 and each month this amount accrues). For example, if the annual entitlement is 15 days, the monthly accrual equals 1.25 days (15/12). Up to half the amount of an employee's entitled annual leave may be carried over to the following fiscal year.

Employees may borrow leave within the current fiscal year. If an employee who has borrowed annual leave terminates employment at GOPAC, the amount of borrowed leave is to be deducted from his/her final pay cheque.

Part-time employees and hourly paid employees will receive a four percent (4%) statutory vacation pay monthly. They therefore do not accumulate direct vacation time.

All other GOPAC employees are entitled to annual leave as set out below:

Non-Managerial & Non-Supervisory	Years of Service	Entitlement
	0 to 5	15 days
	6 to 15	20 days
	16+	25 days
Managerial & Supervisory	0 to 5	20 days
	6 to 15	25 days
	16+	30 days

### Leave with Pay

GOPAC recognizes that situations will arise where employees will require time away from the office for emergency/critical situations, casual illness or for medical appointments. GOPAC will deal with these situations in a reasonable and compassionate manner.

- **Personal Leave** - is defined as time taken to deal with personal or family issues including caring for sick family members.
- **Casual Illness (Sick Days)** - is defined as time taken to allow for an employee to recover from casual illnesses.
- **Medical Appointment** - is defined as an appointment necessary for regular maintenance of good health such as doctor, specialists, and dentists.

Personal Leave - Full-time employees may request time off to a maximum of 5 days per fiscal year to allow them to deal with personal or family situations. Supervisors will give consideration where possible and treat these requests with compassion and understanding and approve those, which are operationally feasible. Part-time employees may request time off to a maximum of 5 days per fiscal year, prorated to the percentage of hours worked annually.

Casual Illness (Sick Days) - Full-time employees will be paid for casual illness days to a maximum of 10 days in a fiscal year. Part-time employees' entitlement will be pro-rated based on hours worked

annually. If an employee is sick for more than 3 work days in a row, a doctor's note is required to be submitted to the employee's supervisor.

**Medical Leave** - the use of flex-time is preferred when scheduling and attending medical appointments; however, pay will not be deducted for medical appointments if an employee works at least half (3.75 hours) of a regular 7.5 hour work day on the day of the appointment.

Unused special leave and casual illness may not be carried forward to the following fiscal year.

### Bereavement Leave

Where a member of an employee's immediate family dies, he or she may be entitled to leave with pay for a period up to five (5) days.

For the purpose of this clause, immediate family is defined as father, mother, stepfather, stepmother, foster parents, brother, sister, spouse, child, stepchild, ward, father-in-law, mother-in-law, or relative permanently residing in the employee's household or with whom the employee permanently resides.

An employee is entitled to leave with pay, up to a maximum of one (1) day in the event of the death of the employee's grandparent, grandchild, son-in-law, daughter-in-law, sister-in-law or brother-in-law, or for a purpose related to the death.

There will be a principle of flexibility with respect to the granting of bereavement leave.

### Jury Duty

GOPAC grants leave with pay to an employee for the period of time he or she is required:

- To be available for jury selection;
- To serve on a jury; and/or
- By summons or subpoena to attend as a witness in any proceeding held before a court, justice, judge, magistrate or coroner.

GOPAC is committed to supporting the community in which the organization operates, including supporting employees in fulfilling their responsibilities to serve as jurors whenever it is possible. When an employee receives notification regarding upcoming jury duty, it is their responsibility to notify their immediate supervisor and the Executive Director within one business day of receiving the notice.

### Maternal and Parental Leave

GOPAC will provide maternity, parental and adoption leave in accordance with the Employment Standards Code.

#### Maternity Leave

- Pregnant employees who have been employed by the organization for at least twelve (12) months will be granted maternity leave up to fifteen (15) weeks.

- The pregnant employee will be eligible for casual illness and long term disability if she is unable to work for medical reasons relating to the pregnancy.
- Employees on maternity leave will receive up to 50% of their salary depending on the amount received from the Government of Ontario's Employment Insurance and full health benefits if they continue to contribute to their plan.

### Parental leave

Parental leave of up to 37 weeks will be granted to employees who have at least 12 months of service with the organization on the following basis:

- Immediately following the last day of maternity leave;
- Within 52 weeks after the child's birth. The leave must fall within the 52 weeks;
- Within 52 weeks after a child has been placed with the adoptive parent for the purpose of adoption. The leave must fall within the 52 weeks.
- Parental leave may be taken wholly by one of the parents or shared by the parents.
- Parental leave will be without pay.

### Notice of Leave

Employees must give 6 weeks' notice of the date they wish to start their leave. They must include their intention of returning to work.

The notice may be altered if:

- There is a medical condition of the birth mother or child; or
- The date of the child's placement with the adoptive parent was not foreseeable.

### Return to work

Employees must give a 4-week notice of the date they intend to return or not return to work.

GOPAC will reinstate the returning employee in the same position or one of comparable stature and classification at the same wages and benefits.

### General Leave without Pay

GOPAC will approve requests for general leave without pay where operationally feasible. The length of such leave may vary; depending upon the circumstances, but normally shall not exceed six (6) months. Unpaid leaves of absence may be combined with vacation time where operationally feasible.

The employee shall request a general leave of absence, in writing, to his/her supervisor indicating the general purpose and duration of the leave.

The supervisor shall assess the request, and provide a recommendation to the Executive Director.

The Executive Director will assess the operational feasibility of the request, and will provide a response, in writing, to the employee.

Employees approved for this leave will be reinstated in a comparable position upon their return to work.

### **Procedure to Request Leave**

An employee who wishes to request leave must submit a Leave Request Form to their supervisor for approval. The Executive Director’s signature must also be obtained prior to the following types of leave: maternal and parental leave, general leave without pay, jury duty and education leave.

## Standards of Conduct

All employees are urged to become familiar with GOPAC rules and standards of conduct and are expected to follow these rules and standards faithfully in doing their own jobs and conducting the organization's business.

## Hours of Work

The Executive Director will define working hours and banked or over time provisions for all positions. If a change of hours occurs after the date of hire, the employee will be notified.

Regular full-time employees are expected to work thirty-seven and a half (37.5) hours per workweek, unless otherwise specified. A workweek is defined as five consecutive work days beginning on Monday and ending on Friday, unless otherwise specified. A work day is defined as a period consisting of seven and one half (7.5) hours, exclusive of a one thirty (30) minute meal period.

## Attendance

GOPAC believes that it is every employee's responsibility to ensure timely and regular attendance to work to meet the goals and objectives of the organization and maintain productivity.

When an employee is unable to report to work due to illnesses, or other extenuating circumstances, they will be responsible to contact their supervisor as soon as possible prior to the commencement of the workday.

When an employee fails to report to work, without prior authorization, or ability to substantiate the absence, he/she will be considered absent without leave and may be subject to disciplinary action. Where the employee is absent for more than one day, it is expected that the employee will contact his/her supervisor each day he/she is scheduled to work and is absent.

Should an employee be unable to report to work for medical reasons, the employer may request a medical certificate, satisfactory to the employer, to verify the illness or other documentation related to the absences.

Where an employee does not report to work for three consecutive days and does not notify his/her supervisor in any way, the employee will be deemed to have abandoned his/her position and will be terminated.

When an employee is unable to report to work at the scheduled time, he/she must advise his/her supervisor as soon as possible.

## Harassment Policy

GOPAC is committed to providing a work environment that is free of harassment and supportive of the self-esteem and dignity of each and every person within the organization. GOPAC does not tolerate or condone any degree of harassment by anyone associated with the organization. It is the responsibility of



all employees, and in particular the Management Committee, to promote a harassment-free environment in the workplace. GOPAC will provide for a fair and prompt investigation of any complaint or concern without fear of reprisal, as long as the complaint is not found to be lacking in seriousness.

Harassment is defined as any unsolicited or unwelcome interaction, which directly or indirectly affects or threatens to affect a person's job security, prospects of promotions or earnings, working conditions or opportunity to secure a position. Harassment comprises of any unwelcome or objectionable, physical, visual or verbal conduct, comment or display, that is insulting, humiliating or degrading to another person, or creates an intimidating, hostile or offensive environment and/or is on the basis of race, ethnicity, language, financial ability, religion, gender or sexual orientation, disability or age, or any other kind of discrimination: made by GOPAC representative, directed at and offensive to any other GOPAC representative, or any other individual or group that the person knew or reasonably ought to have known would be offensive (e.g., unintended).

Examples of harassment include, but are not limited to:

- Derogatory written or verbal communication or gestures (e.g. name-calling, slurs, taunting pictures or posters, bullying, graffiti), that are perceived as malicious.
- Physical abuse defined as any injury or action that is meant to cause physical harm.
- Emotional abuse defined as any rejection, deprivation of affection or cognitive stimulation, inappropriate criticism, threats, humiliation or accusations.
- Abuse of power defined as whenever an abuse or misuse of power or discretion for an individual's personal benefit, or in benefit of another person.
- Sexual harassment defined as any unwelcome conduct, comment, gesture or contact of a sexual nature, whether on a one-time basis or in a continuous series of incidents that might reasonably be expected to cause offence, embarrassment or humiliation; or might reasonably be expected to be perceived as placing a condition of a sexual nature on employment, services, or on any opportunity for training or advancement.

Examples of sexual harassment include, but are not limited to:

- Remarks, jokes, innuendoes or other comments regarding someone's body, appearance, physical or sexual characteristics or clothing;
- Displaying of sexually offensive or derogatory pictures, cartoons or other material
- Persistent unwelcome or uninvited invitations or requests;
- Unwelcome questions or sharing of information regarding a person's sexuality, sexual activity or sexual orientation; and/or

- Conduct or comments intended to create, or having the effect of, creating an intimidating, hostile or offensive environment.
- Violence in the workplace defined as any acts or threats of violence including, but not limited to, conduct which is sufficiently severe, offensive, or intimidating to alter the employment conditions or to create a hostile, abusive, or intimidating work environment for one or several GOPAC representatives.

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

- All threats or acts of violence occurring on GOPAC premises, regardless of the relationship between the organization and the parties involved in the incident;
- All threats or acts of violence occurring off the organization’s premises involving a GOPAC representative if the threats or acts affect the legitimate interests of the organization; and/or
- Any acts or threats resulting in the conviction of a GOPAC representative, under any criminal code provision relating to violence or threats of violence which adversely affect the legitimate interests and goals of the organization.

The organization’s position against threats and acts of violence applies to all persons involved in the organization’s operation, including, but not limited to, GOPAC representatives and anyone else on GOPAC property. Violations of this policy by any individual on GOPAC property, by any individual acting as a representative of the organization while off GOPAC property, or by any individual acting off of GOPAC property when his/her actions affect the organization’s business interests may lead to disciplinary action up to and including termination and/or legal action as appropriate.

## Procedure

GOPAC will ensure that prevention is always the first line of defense against occurrences of harassment. However, in the event of a reported incident of harassment, GOPAC will complete an investigation in a prompt, objective, and sensitive manner while taking into consideration the circumstances of the situation. GOPAC will take necessary corrective action and provide appropriate support for victims. No individual shall be penalized in any way for making a complaint or giving evidence to a harassment investigation.

Responsibilities in the event that a harassment incident occurs are as follows:

### Employee

If an individual of the organization believes that they have been subject to harassment they should:

- Make their unease and/or disapproval directly and immediately known to the harasser and ask them to stop;
- Make a written record of the date, time, and nature of the incident(s) and the names of any witnesses and those involved;

- Report the incident to their supervisor and/or the Executive Director;
- All incidents of harassment must be reported regardless of their seriousness. Publicizing information about alleged harassment without following the reporting procedures or filing a formal complaint might be considered evidence of malicious intent on part of the accuser.

### Management

The Management Committee must deal with all allegations of harassment in a fair and expeditious manner whether or not there has been a written or formal complaint.

If the Management Committee becomes aware of allegations of harassment, they must:

- Act promptly to investigate sexual harassment or inappropriate sexually oriented conduct;
- Take corrective action to prevent prohibited conduct from reoccurring;
- Ensure that both the individual filing the complaint (hereafter referred to as the complainant) and the accused individual (hereafter referred to as the respondent) are aware of the seriousness of a harassment complaint;
- Explain GOPAC's harassment policy and investigation procedures to the complainant and the respondent;
- Explore informal means of resolving sexual harassment complaints; and
- Notify the police if criminal activities are alleged.

### **Confidentiality**

All inquiries, complaints, information and investigations are treated confidentially. Information is revealed on a strict need to know basis. However, the identity of the complainant is usually revealed to the respondent and witnesses. The Management Committee must take adequate steps to ensure that the complainant is protected from retaliation during the period of the investigation, and that a copy of the investigation report and the final decision are included in the personnel file of the respondent only if the investigation concludes that the individual had engaged in prohibited conduct.

All information pertaining to a harassment complaint or investigation is maintained by the Executive Director in secure files. The Management Committee explains the procedures for handling information related to harassment complaints and investigations to complainants and respondents.

### **Resolution**

The complainant and the respondent will both have individual interviews along with any individuals who may be able to provide additional and relevant information. Once all relevant information has been gathered, it will be reviewed to determine whether harassment has taken place. Depending on the results of the investigation one of two resolution procedures may be followed:

#### Informal Resolution Procedures

Some cases may be solved by a member of the Management Committee's informal warning to an alleged harasser combined with appropriate follow-up supervision and monitoring of the respondent's behavior might be sufficient to prevent or stop harassment.

Other cases may be resolved through informal mediation between the two parties. The Management Committee will facilitate mediation between the parties and coordinate any other informal problem resolution measures. If mediation is successful, a written settlement agreement including the following information must be prepared:

- A pledge by the respondent not to engage in any behavior that could be construed as in violation of this policy;
- A promise by this respondent not to retaliate against the complainant;
- The restoration of any employment terms, conditions, or opportunities the complainant lost or was denied because of the harassment and for any other relief necessary to remedy the situation; and
- Procedures for monitoring compliance with the agreement.

The settlement agreement must be in writing, signed by both parties, and approved by the Executive Director. If the complaint cannot be resolved informally, the Executive Director will assist the complainant in filing a written harassment complaint.

### Formal Resolution Procedures

To initiate a formal investigation into an alleged violation of this policy, employees also must file a harassment complaint with the organization's Executive Director or if against the Executive Director with the Chair. Complaints should be filed as soon as possible after an incident of alleged harassment. To ensure the prompt and thorough investigation of a harassment complaint, the complainant should provide as much of the following information as is possible:

- The name and position of the person or persons allegedly causing the harassment;
- A description of the incident(s), including the date(s), location(s), and the presence of any witnesses;
- The alleged effect of the incident(s) on the complainant's position, salary, benefits, promotional opportunities, or other terms or conditions of employment;
- The names of other employees who might have been subject to the same or similar harassment;
- The steps the complainant has taken to try to stop the harassment; and
- Any other information the complainant believes to be relevant to the harassment complaint.

Upon conclusion of any investigation the complainant will be advised of the results. Should the investigation fail to find fault, both parties will be notified of the results of the investigation.

### **Confidential Information and Nondisclosure**

By signing a written employment contract, employees agree that they will not disclose or use any of GOPAC's confidential information, either during or after their employment with GOPAC.

## Ethical Standards

GOPAC will act to protect the interests of the organization and will ensure that there is no conflict of interest (perceived or actual) between the employees and their responsibility to the organization.

GOPAC expects employees to conduct their duties with impartiality and to make decisions based on objective criteria.

### Unprofessional conduct

GOPAC outlines the following as unethical and unprofessional conduct:

- Actions that may serve to compromise the integrity of the organization and its stewardship obligation.
- Behaviours that are abusive in any manner including verbal abuse, physical abuse, sexual abuse, and emotional abuse.
- GOPAC personnel engaging in commerce with members, including the purchase and selling of services, goods, information, and materials.
- Falsification of information or data of any kind related to the organization's work.

### Conflict of Interest

GOPAC outlines the following as potential conflicts of interest:

- Activities in which the organization or its members are purchasing a product or service in which the employee has an interest, without first receiving the consent of the Executive Director, who will ensure that this activity is a fair and equitable arrangement.
- GOPAC personnel engaging in personal relationships between and among fellow employees or members of the organization.
- GOPAC personnel accepting fees, gifts or other benefits that are connected directly or indirectly with the performance of their duties from any individual, organization or corporation other than:
  - The normal exchange of gifts between friends.
  - The normal exchange of hospitality between persons doing business together.
  - Tokens exchanged as part of protocol.
  - The normal presentation of gifts to person participating in public functions.

Please see the Financial Policies and Procedures Manual for additional information.

## Procedures

Violation of this policy will be seen as a matter of serious consequence and will result in disciplinary action, up to and including dismissal.

Any GOPAC employee who becomes aware of an actual or potential conflict of interest shall immediately advise their colleague of such event and encourage that colleague to act as outlined above.

In the event that their colleague declines to respond as outlined by policy, the employee who becomes aware of or who perceives a conflict of interest or potential conflict of interest shall advise their supervisor in a timely manner.

## Hiring, Employment and/or Board Nomination of Related Persons

A related person is a spouse, brother, sister, daughter, son, parent, and respective in-laws. The organization may hire or employ a related person, provided:

- The recruitment and selection process shall not result in a related person participating in the recruitment and selection process;
- There is disclosure of the relationship by the employee made to the Executive Director; and
- No related person should be in a role of direct supervision of their relative.

In the event of a relationship arising following the employment of the persons:

- Disclosure is made to the Executive Director, or the Chair if the Executive Director is involved, and the policy is honoured;
- Where the organizational relationship between positions occupied by the related persons suggests a conflict of interest alternative deployment shall be attempted; and
- In the event that alternative deployment cannot be achieved through reasonable and not extraordinary measures, one of the related persons shall be compelled to resign their employment.

In all such matters, the Executive Director, or the Chair if the Executive Director is involved in a relationship, shall exercise final determination and shall exercise a clear reference to the preservation of the integrity of the organization.

## Other Employment

Should an employee have other employment, it is their responsibility to advise their supervisor of any potential conflict of interest. It is also the employee's responsibility to ensure their outside activities do not affect their ability to effectively perform their duties for the organization.

## **Use of Technology**

### Use of Equipment

GOPAC will provide employees with the equipment needed to do their job. None of this equipment with the exception of employee-assigned computer laptops should be used for personal use, nor removed from the physical confines of GOPAC premises without prior approval from the Executive Director.

### Use of Computer, Phone, and Mail

GOPAC's property, including computers, phones, electronic mail, and voice mail, should be used only for conducting company business. Incidental and occasional personal use of company computers, phones,

or electronic mail and voice mail systems is permitted, but information and messages stored in these systems will be treated no differently from other business-related information and messages.

### Use of Internet

Employees are responsible for using the Internet in a manner that is ethical and lawful. Use of the Internet must solely be for business purposes and must not interfere with employee productivity.

### Use of Computer Software

GOPAC does not condone the illegal duplication of software and will follow copyright laws.

### **Dress Code**

Employees of GOPAC are expected to present a clean and professional appearance while conducting business, in or outside of the office. Should an employee refuse to co-operate with directions respecting apparel, disciplinary action may be taken.

## Employee Relations

### Right to Manage

GOPAC desires a consistent, safe, efficient and effective approach to the management and leadership of its responsibilities. The organization has the right to manage in order to ensure consistency, safety, efficiency and effectiveness.

Right to Manage means, but is not limited to:

- The organization of work and assignment of duties to positions.
- Determining position classification systems and classifying positions.
- Determining recruitment and selection procedures, selecting employee, and making appointments.
- Controlling attendance and hours of work.
- Approving holidays, overtime, leave of absences and employee development.
- Making regulations, rules and judgements governing conduct, work performance, discipline, dismissal, promotions, demotions, transfers, and position abolishment.
- Notifying concerned employee(s) that a breach of the rule could result in discharge if the rule is used as a foundation for discharge.
- Consistently enforcing rules from the time they are introduced.
- Determining a code of ethics.
- Setting standards for managing risk.

### Employee Records

GOPAC is committed to maintaining appropriate and accurate records to facilitate legislative reporting and to manage the internal running of the organization.

Employee files will contain but are not limited to the following documents:

- Reference check verification;
- Curriculum Vitae (resume);
- Emergency contact's names, addresses, and telephone numbers;
- Copy of the degree or diploma or a signed and dated statement verifying the employee's educational and/or professional qualifications;
- Employment agreement;
- Copies of any performance appraisals, letters of commendation, training, letters of disciplinary action along with information regarding Revenue Canada and employee compulsory deductions.

### Collection

GOPAC may collect personal information about an actual or prospective employee, where the information is reasonably related to the employment arrangement for the purpose of hiring, managing



or separating this relationship. Only the employee's immediate supervisor and the Executive Director can place letters or grievances on the employee's official personnel file.

### Use

The Financial Officer administers and maintains the official personnel file of each employee. Supervisors shall have access to the official personnel files of all employees reporting to them, but these files may not be removed from the office where they are stored. GOPAC may use personal information about an actual or prospective employee, where the information is reasonably related to the employment arrangement for the purpose of hiring, managing or separating this relationship.

### Disclosure

All employees are entitled to review and know the contents of their official personnel file, except letters of reference. They can be viewed at any time by appointment, in the presence of a supervisor or staff member as designated by the Executive Director. GOPAC may disclose personal information about an actual or prospective employee, where the information is reasonably related to the employment arrangement for the purpose of hiring, managing or separating this relationship. Disclosure may also be provided in the event that the organization has been provided with consent to release the information.

### Storage

The files shall be stored in a locked filing cabinet or other such appropriate secure location as decided. Only the Financial Officer and Executive Director will have access to the keys. Under no circumstances are any employee's files to leave the office in which it resides.

GOPAC will retain all employee records for a minimum of three (3) years following the termination of the employee's employment relationship with GOPAC.

## **Timekeeping Procedures**

GOPAC is obligated to keep accurate records of the time worked by employees. Each employee must fill out a monthly time record for each workday, to be approved by their supervisor and submitted to the Financial Officer on the last day of each month.

## **Performance Management**

GOPAC is committed to maximizing performance to ensure all employees are fully productive in carrying out their responsibilities. For this purpose, a performance management review for each employee will be performed by their supervisor once per year. This exercise will look at the employee's strengths, areas for development, objectives, review of previous objectives and challenges.

Supervisors are required to identify performance gaps and make every effort to close the gap before disciplinary action is considered. In the event that discipline needs to be administered, it will be carried out in a fair, equitable and consistent manner:

- Supervisors are to establish and review the results, standards, training, and supervision to ensure the employee is meeting the needs of the organization.
- Supervisors are to identify performance gaps and to guide employees back to satisfactory performance or to assess whether further action is required.
- Supervisors must consult with the Executive Director regarding suspension, demotion or disciplinary action resulting in termination or to explore other options for dealing with the performance problem.

The following procedures apply to the circumstances below:

### Performance Management Incident

*Step 1:* If a performance gap is identified by a supervisor, he/she will normally address the gap through a performance enhancement plan. Special goals with specific due dates can be established through this mechanism to address the issues(s) that are contributing to the gap. It is important that clear and concise documentation occur when dealing with performance gaps. The supervisor will advise the Executive Director of the details of each step as they occur.

*Step 2:* If the performance gap continues beyond the special goals and due dates established in the performance enhancement plan, a memo to the employee with a copy to the official personnel file will occur. This memo will include details on the performance gap and a date by which the issue(s) are to be corrected. This memo must also state a consequence for non-compliance. Steps outlined in the disciplinary process are to be reviewed and considered both for immediate and future disciplinary action.

*Step 3:* If the problem is not corrected by the employee by the date outlined in the memo to the employee and his/her official personnel file, the consequence outlined in the memo will be acted upon. The employee will be advised of this action by a memo which will also state that the next consequence will be more severe and may include dismissal, should the issue(s) still persist. This memo will be copied to the employee's official personnel file. The employee will ensure that a similar performance gap does not occur for a period of one year for this consequence not to be acted upon.

*Step 4:* If the gap persists beyond the consequence, the employee will be terminated.

### Disciplinary Incident

When a supervisor becomes aware of an alleged breach of the rules or inappropriate conduct by an employee they will be responsible to begin an investigation into the matter. In the event that the supervisor is not available to conduct said investigation, the duty then falls on the Executive Director. This investigation is to be conducted in a timely manner and will involve the following steps:

- Advise the employee of the alleged incident and that an investigation is being conducted.

- Interview the employee, any witnesses who were present or any other employees as deemed appropriate.
- Document the findings of the investigation and review those findings with the Executive Director.
- If, after a review of all information collected, the supervisor and the Executive Director agrees that misconduct or a breach of rules has occurred, the Executive Director will review the employee's personnel file to determine if there is any previous disciplinary action on the file.
- If there is previous disciplinary action in the official personnel file it shall be taken into account in deciding the level of discipline to impose as deemed appropriate.
- Once a decision to impose disciplinary action has been made, a letter will be prepared outlining the steps to be taken. The letter will be signed by the supervisor and Executive Director, and delivered to the employee in person.
- A copy of this letter will be placed on the employee's official personnel file, as well as any other documentation pertinent to the investigation.

### Incident of Risk

In some circumstances it may be appropriate to hold an employee out of service pending an investigation of an incident involving an identified risk. The authority to hold an employee out of service with or without pay resides with the Executive Director after carefully reviewing the known facts.

### **Delegation of Authority to Administer Discipline**

No employee will be subjected to disciplinary action without just cause.

Progressive disciplinary action is to be taken in the following order:

- Verbal reprimand
- Written reprimand
- Suspension
- Demotion
- Termination

These steps represent increasingly serious disciplinary actions against an employee designed to bring about changes in performance or behavior. The initial starting point and the manner in which discipline progresses will depend on the severity of the offense. Any step may be exempt.

The Executive Director has the authority to demote, suspend or dismiss any employee.

The authority to issue written and verbal reprimands is delegated to the supervisor overseeing the employee.

### Holding an Employee Out of Service with Pay

Removing an employee from the work place due to an extreme emergency or pending the outcome of an investigation into an incident is a measure that should be utilized only in appropriate and extreme circumstances.

When a supervisor is made aware of a serious incident that may require an employee be held out of service, the supervisor will contact the Executive Director and review the circumstances of the incident with him/her.

If the Executive Director agrees that the situation is serious and threatens the well-being of any employee, member, contractor or any other person, the supervisor will be responsible to ensure that the employee is removed from the work place. The employee will be advised of the next steps and the expected timing of the conclusion of the investigation.

Once the employee has been removed from the work place, the supervisor who originally addressed the issue must conduct his/her investigation, interview the appropriate witnesses, and complete an Incident Report.

The supervisor will review the results of his/her investigation with the Executive Director to decide on the next step of the process.

Once the next step is decided, the employee may be contacted and advised of when to come into work.

Once the decision has been made to impose disciplinary action on the employee, a letter outlining the discipline being imposed will be signed by the Executive Director and will be delivered to the employee in person.

### Appeals and Grievances

GOPAC recognizes that every effort should be made by all staff to resolve workplace differences through discussion and consultation. If an employee believes that he/she has been treated unfairly, he/she may elect to use the appeal/grievance procedure to resolve the issue.

*Definition: A grievance is defined as any dispute or complaint arising between an employee and the organization that impacts an employee's ability to perform his/her job.*

#### Procedure

The appeals and grievance procedure is a process through which employees may bring their concerns to the Management Committee. An employee shall have access to a fair and equitable review process when he/she feels that:

- There has been improper conduct;
- GOPAC policies and practices have been unfairly applied; or

- Disciplinary action taken is unjustified or unduly severe relative to the situation.

*Step 1:* An employee shall first take all reasonable actions to settle the matter through discussion with his/her supervisor.

*Step 2:* If the matter remains unsettled, the employee may appeal an organizational matter (i.e. policy, Management decision, etc.) by outlining the specifics of their appeal, and forwarding it in writing to the attention of the Executive Director. The Executive Director will attempt to resolve the issue.

*Step 3:* If the matter remains unsettled, the Executive Director will convene a meeting of the Management Committee. The employee will be asked to attend the meeting with the Management Committee to explain his/her concerns and respond to questions in person or by phone.

*Step 4:* The Management Committee will deliberate on the issue, come to consensus on a decision, and provide written notification of the decision to the employee. The Management Committee's decision is final and binding.

### Record of Appeals and Grievances

Records of all appeals and grievances will be kept in the personnel files.

A record of a complaint shall be kept in the complainant's file if it is determined that the complaint was frivolous or vexatious. Records relating to frivolous or vexatious complaints shall be removed from the respondent's file and any reference identifying the respondent shall be removed from the complainant's file.

### **Termination of Employment**

GOPAC will practice good faith and handle all separations of employment, whether voluntary or involuntary, in a responsible, ethical manner and consistent with applicable legislation.

GOPAC identifies five basic types of terminations of employment

#### Layoff

*Definition: Termination of an employee due to a period of inactivity of a function in the organization. Lay-offs can be temporary and upon the commencement of the activity employment could resume.*

If reduction of the working force is necessary, GOPAC will make its decisions using the following framework:

- The Board approved priorities will serve as the basis for any work force reductions;
- Notwithstanding this, GOPAC will first consider days off without pay as a measure to meet its financial shortfall, and/or a reduced work week, and/or individual or uniform percentage pay cuts;
- Lay off without recall will be the last option to be implemented.

The factors in priority order used in determining the employees to be laid off are:

- Priorities of the organization;
- Current ability, skills and education to perform the remaining positions; and
- Seniority.

In a case where it becomes necessary to adjust, reduce or lay off the working force of GOPAC, the organization will notify employees who may be affected with as much notice as it can.

A temporary lay-off can last not more than 13 weeks of layoff in any period of 20 consecutive weeks or more than 13 weeks in any period of 20 consecutive weeks, but less than 35 weeks of layoff in any period of 52 consecutive weeks. GOPAC is not required to provide employees with a written notice of a temporary layoff. An employee may be temporary laid off without specifying a date on which he/she will be recalled to work.

A final layoff will be treated as a termination without cause.

### Retirement

*Definition: The employee withdraws from his/her position in the organization without the intention to continue a regular active working life.*

An employee who retires must give two (2) weeks written notice or four (4) weeks written notice if the employee is at management level to their respective supervisor.

The employee must include in his/her written notice for approval any outstanding holiday and overtime hours and his/her intentions on how he/she would like to use them.

### Resignation

*Definition: The employee gives formal notification and renounces one's position within the organization.*

An employee who resigns must give two (2) weeks written notice or four (4) weeks written notice if the employee is at management level to their respective supervisor.

The employee must include in his/her written notice for approval any outstanding holiday and overtime hours and his/her intentions on how he/she would like to use them.

### Termination with cause

*Definition: Termination of an employee for reasons related to misconduct or circumstances outlined to the employee through performance management.*

An employee who has demonstrated poor performance, policy violations and/or other behaviour determined to give cause to termination will be terminated and provided two (2) weeks written notice or pay in lieu of notice. The employee will receive a letter indicating the cause for their termination.

### Termination without cause

*Definition: Termination of an employee for reasons unrelated to misconduct or circumstances outlined to the employee through performance management.*

The Executive Director may decide to terminate an employee without cause if an immediate decision is required in order to serve the best interest of GOPAC. An employee terminated by the Executive Director without cause will be provided with notice or pay in lieu of notice.

The following chart specifies the periods of statutory notice required.

Length of Employment	Notice Required
Less than 3 months	None
3 months but less than 1 year	1 week
1 year but less than 3 years	2 weeks
3 years but less than 4 years	3 weeks
4 years but less than 5 years	4 weeks
5 years but less than 6 years	5 weeks
6 years but less than 7 years	6 weeks
7 years but less than 8 years	7 weeks
8 years or more	8 weeks

### **In the case of all terminations of employment the following will occur:**

a) Return of Organization Property and Satisfaction of Financial Obligations

Individuals whose employment is separated must return all organization property to their supervisor and satisfy all financial obligations with the Accounting Department on or before the last work day. Examples of items which must be returned include, but are not limited to:

- Access cards, keys to building(s), vehicle(s), and equipment
- Pagers, cellular telephones and other communications equipment
- Proprietary or confidential material including electronic information (such as e-mail), files and records

- Materials owned by the organization, computers, software, documentation, supplies, and other computer-related materials (unless specified by the employment contract or specific benefit entitlement)
- Credit cards
- Payment in full of any and all emergency loans or outstanding advances

b) Access to Computerized Information Systems

Upon separation, the supervisor will make appropriate arrangements to discontinue an employee's password and/or access to all organization information systems. This may include but is not limited to financial, data and e-mail accounts. It also includes building security system codes to which the separated employee may have had access.

c) Separation Paperwork

Upon separation, records of employment and final payment of wages will be issued in accordance with the parameters of federal legislation, and the Employment Standards Code, respectively.

d) Limitation

Separations of employment end the employment relationship between the employee and the organization.

### Employee References

GOPAC will provide reference information on past and current employees. References may be in writing (including open reference letters for employee's ongoing use) or by telephone providing the organization has consent from the employee.



## Occupational Health & Safety

### Work Environment

GOPAC recognizes the importance of providing a safe and healthy workplace. Management and employees must take all reasonable precautions to make sure that they and their colleagues are working in safe conditions.

Management must make the workplace safe for employees by doing the following:

- Monitoring workplace conditions;
- Limiting entry to authorized personnel only; and
- Correcting safety hazards.

If an employee engages in activities that create a safety hazard, the employee's supervisor may take appropriate disciplinary action based on the disciplinary incident policy (see section on Performance Management).

If an employee feels there is an unusual safety hazard in the workplace, they should immediately inform the other employees near the unsafe working condition of the potential danger and immediately report the circumstances of the unsafe working conditions to their supervisor.

Employees have the right to refuse work where it poses a safety hazard to themselves or others.

If a supervisor receives notice that an employee refuses to work, the supervisor investigates the reported unsafe working conditions and takes corrective action required to remove the unusual danger. If the employee still refuses to work, it will be treated as a disciplinary incident. A further investigation will occur and disciplinary action may be taken (see section on Performance Management).

### Travel

GOPAC will not request for its employees to travel to any country where the Government of Canada has issued an "avoid all travel" advisory.

### Impairment

*Definition: Impairment is a lessening of a person's abilities to carry out work in a safe and proper manner. Alcohol and drugs can cause, but are not the only cause of, impairment. The following symptoms may indicate impairment: slurred speech, staggering, lack of coordination or mobility and marked change in personality or appearance.*

If an employee reports to work showing symptoms of impairment, the following procedures occur:

- The employee's supervisor accurately documents all information about the perceived impairment, including:
  - The date, time and location, and the behaviour and mannerisms of the employee;

- The names of witnesses, if any; and
  - An explanation of how the employee presents a safety risk.
- The employee’s supervisor prevents him/her from entering or remaining at the work site and explains to him/her that:
  - His/her condition prevents him/her from performing duties in a safe and proper manner;
  - He/she cannot return to the workplace until he/she is fit to carry out duties in a safe and proper manner.
- The employee’s supervisor makes sure that he/she has safe passage to an appropriate destination away from the worksite.
- The supervisor and Executive Director decide on the appropriate disciplinary action based on the disciplinary incident policy (see section on Performance Management).

### **First Aid**

GOPAC will keep a first aid kit, accessible to all employees, within its office at all times.

### **Emergency Training**

GOPAC will ensure that all its employees receive training on procedures for emergency situations.