



Human Resources Policy

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1. GENERAL INFORMATION

1.1 PURPOSE OF THIS MANUAL

The purpose of this manual is to outline the policies and procedures designed to establish a productive and cooperative working environment between OCTEVAW and its staff, thereby contributing to the achievement of OCTEVAW's goals and objectives.

The manual applies to all full-time and part-time staff employed by the Ottawa Coalition to End Violence Against Women.

Note: Throughout this document "spouse" includes both married and unmarried couples, of the same sex or the opposite sex.

1.2 GOVERNANCE OF OCTEVAW

OCTEVAW is governed by an elected Steering Committee that maintains three permanent subcommittees to assist in critical areas of responsibility. Of these three, the personnel subcommittee is the one charged with originating and maintaining policies and procedures in respect of human resources (HR)

1.3 COMPOSITION AND ROLE OF THE PERSONNEL SUB-COMMITTEE

The Personnel subcommittee will be composed of the following OCTEVAW members:

- the Chair of OCTEVAW in her role as supervisor of the Executive Director, or her designate
- two other members of the Steering Committee

The role of the Personnel sub-committee is to provide oversight and direction in the area of human resources and to liaise with Family Services à la Famille Ottawa in respect of all issues regarding the OCTEVAW employee(s). Its responsibilities include the following:

- To ensure policies are consistent with and reflect changes to governing legislation (i.e. Ontario's *Employment Standards Act*, or *ESA*)
- To ensure HR policies and practices are articulated, observed and updated as required
- To ensure the maintenance and security of accurate, up-to-date personnel records
- To make recommendations to the Steering Committee regarding human resource issues: staffing, compensation, hiring, firing, subcontracting, etc.
- To oversee the performance and ensure the timely completion of the Executive Director's annual performance review

1.4 DEVELOPING AND AMENDING PERSONNEL POLICIES AND PROCEDURES

The policy of OCTEVAW is to establish work practices which:

- are in keeping with provincial employment standards;
- are fair and reasonable for the employee; and
- permit the orderly and efficient conduct of OCTEVAW's affairs in a sound and businesslike manner.

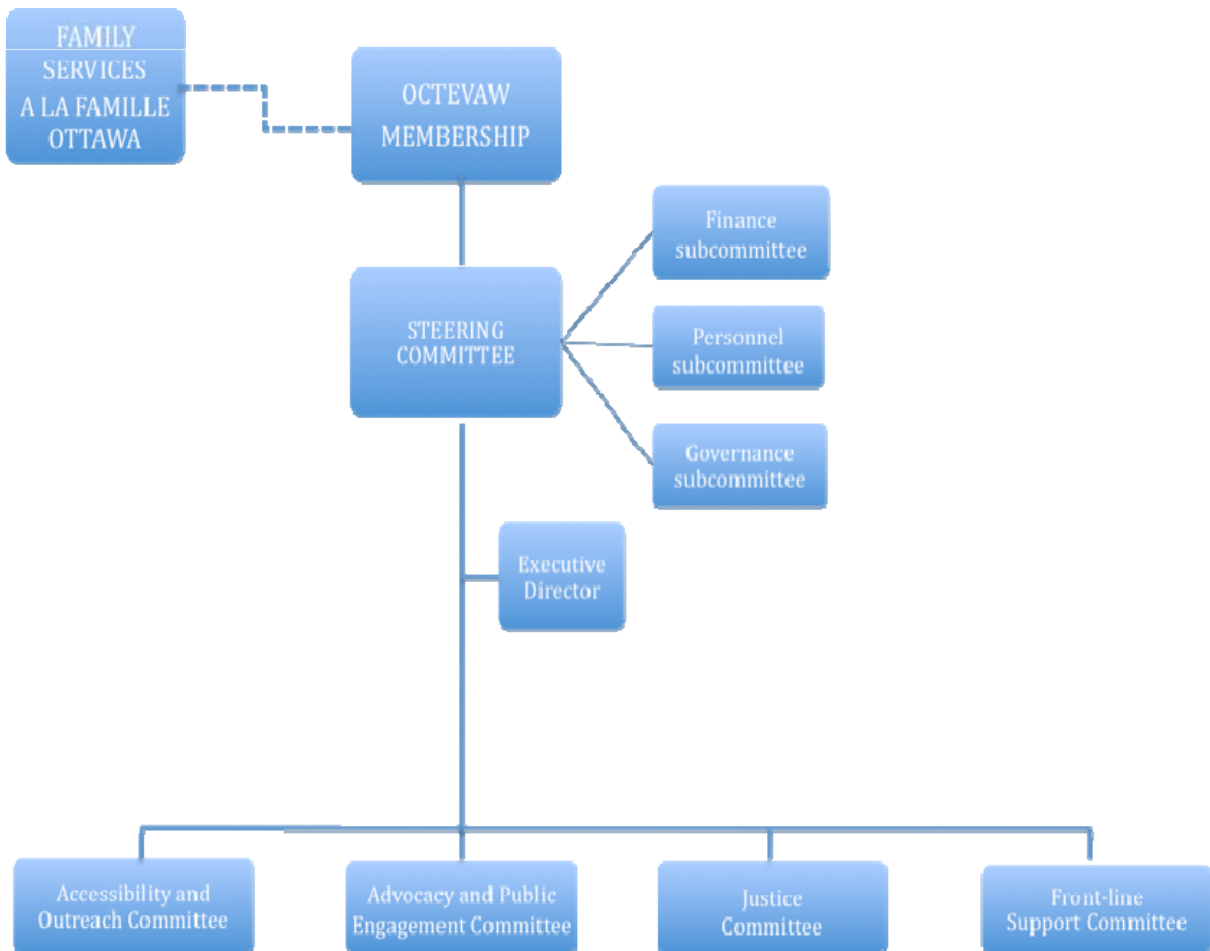
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The Personnel Sub-committee will inform the staff in advance of proposed changes in personnel policies or existing conditions of employment. A consultation with employees will take place to explain the reasons for the proposed changes and to invite staff to participate by expressing their views and suggestions.

2. STRUCTURE OF OCTEVAW



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3. EMPLOYMENT

3.1 EMPLOYEES AND CONTRACT PERSONNEL: DEFINITIONS

3.1.1 Position

A position is a collection of duties that are considered 'ongoing' in nature and performed by either a permanent or term employee.

3.1.2 Permanent Employee

A permanent employee is any employee hired without a specified term of employment, i.e. the employment has no foreseeable end date. Incumbents filling permanent positions are deemed to be filling a position of an "ongoing nature", integral to the business of the organization. Permanent employees are eligible to receive benefits in accordance with the ESA and such other benefits as OCTEVAW may provide. A permanent employee may be employed on a full- or part-time basis.

3.1.3 Term Employee

A term employee is any employee hired with a specific term of employment. Under usual situations, the term of employment is not longer than two years, including extensions to the original contract. Employees with contracts of less than one year do not have any benefits other than mandatory benefits. Term employees with contracts of one year or longer may be eligible to receive full benefits. Exceptions may include but not limited to: those replacing an employee on maternity or other extended leave, or where funding or program/service associated with the employment is on a trial or pilot basis.

3.1.4 Casual/relief Employee

A casual/relief employee is any employee hired to work on an "as needed" basis, with no set scheduled hours. Casual/Relief employees are hired to replace permanent employees during periods of absence or to provide relief for temporarily heavy work loads. Casual/Relief Employees are not entitled to paid benefits beyond their statutory entitlement.

3.1.5 Contract for Service Personnel

Any individual may be contracted to provide a specified service, for a specified period. These contractors bring special expertise not normally available within the organization or not deemed integral to the business of the organization, e.g. program evaluation/review; research, facilitation of specific programs, project consultation.

3.2 STAFF SELECTION PROCESS: EXECUTIVE DIRECTOR

3.2.1 Hiring the ED

Hiring the Executive Director (ED) will be the responsibility of a hiring committee created for the purpose by the Personnel Sub-committee. The hiring committee will include three persons, of whom:

- two (2) shall be members of the Steering Committee
- at least one of these two shall be a member of the Personnel Sub-committee
- one (1) shall be drawn from the membership, according to the skills and perspectives required to bring balance to the hiring committee (e.g. French-language skills may be required to allow for interviewing and assessing the French-language capabilities of candidates).

3.2.2 OCTEVAW is an equal opportunity employer.

The ED position will be posted in French and in English. To ensure the inclusion of visible minority women and women with varying abilities, job ads will be circulated using communications vehicles likely to reach visible minority women and women with varying abilities. Examples include websites that are concerned with issues pertaining to visible minority and differently abled women, and organizations that deliver services to such women.

3.2.3 Résumés and reference checks

Candidates for the ED position will be asked to submit a résumé. The Hiring Committee will review the résumés, shortlist the candidates and conduct interviews. The Hiring Committee will also be responsible for checking the references of any candidate(s) considered for the position. Upon completion of the hiring process the Personnel Sub-committee will destroy all reference checks.

3.2.4 Offer of employment

The Personnel Sub-committee is responsible for issuing the offer of employment to a candidate for the ED position, based on the recommendation of the Hiring Committee. The offer and acceptance of the ED position will be in writing. The offer will specify the salary, time-frame (including start date) and general job responsibilities, and will include a copy of the Policy Manual.

3.2.5 Criminal reference checks

All candidates offered a permanent position must undergo a criminal record check before the end of the probationary period. Should a criminal reference check reveal a record for which a pardon has not been granted, the Hiring Committee will review the nature of the offence and will render a recommendation on the employability of the candidate or the prospects of volunteering. A positive reference check should not necessarily preclude employment or volunteering. The nature of and circumstances surrounding the charges and convictions shall be considered.

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The criminal reference check document must be the original and must be no more than two months old (i.e. it must cover outstanding charges and criminal convictions).

3.3 STAFF SELECTION PROCESS: HIRING OF ADDITIONAL STAFF

The Executive Director shall have the authority to hire other full or part-time staff for periods of up to six months. Any contracts in excess of six months, including extensions, must be approved by the Steering Committee.

With the approval of the Chair of OCTEVAW, the Executive Director has the authority to hire contract personnel and to sign contracts of a total value of up to \$2,500 annually within the budget for operations (this does not include contract staff who may be engaged with grant monies obtained for discrete projects). Any Contracts in excess of this amount require the approval of the Steering Committee.

The Executive Director has an obligation to discuss staffing needs with and report hiring decisions to the Personnel subcommittee.

3.4 PROBATION PERIOD

The probation period for permanent staff will be six (6) months. This period allows the employee, other staff and the Steering Committee to determine if the employment arrangement is working satisfactorily.

At the commencement of employment, the supervisor will meet with the new staff member to provide her with a job description and a clear sense of what is expected of her in her new position. There will be an oral evaluation mid-way through the probation period and a written evaluation at the end of the period. At the end of the probation period, the employee will be confirmed in the position.

If a staff member changes position within the organization, there will be a new probation period of ninety (90) days.

If a probationary employee takes approved leave during the probation period, the probation will be extended by the same amount of time as the leave.

3.5 PERSONNEL RECORDS

A confidential personnel file will be established and maintained for each staff person by the supervisor (or designate). This file will contain the employment contract, résumé, payroll information, monthly time sheets and any other related information. The file will be accessible to the Personnel Sub-committee and employee upon request. It will be maintained for at least five (5) years following the termination of employment. Files will be kept in secure storage at Family Services à la Famille Ottawa and access will be provided on request.

4. WORKING CONDITIONS

4.1 HOURS OF WORK

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The regular workweek shall be five working days, Monday to Friday inclusive, although OCTEVAW may hire employees for fewer than five days per week. The regular work day will last seven (7) hours, not including lunch.

A full-time employee (FTE) is defined as one who works a minimum of 35 hours a week on a regular basis.

Employees who work less than 35 hours per week shall be compensated on a pro-rated basis according to their Full-Time Equivalence (FTE) (e.g. someone who works 17.5 hours per week is considered 0.5 FTE)

4.2 OVERTIME

The Steering Committee recognizes that employees of small agencies such as OCTEVAW are likely to be asked to work overtime more frequently than would be the case for workers in an agency with a larger staff. At the same time, it is recognized that opportunities for taking compensatory time off are fewer because of the volume of normal workload activities shared by the small staff contingent. To correct this inequity, the following policy has been adopted:

- 1) Any employee who is required by OCTEVAW to work in excess of her normal work week (as defined at time of hiring) will be given time off in lieu of those extra hours. Time in lieu of hours worked should be taken within two pay periods and will be straight time only. Time worked is not to exceed 44 hours total per week without the prior approval of the supervisor.
- 2) Should the employee be unable to take overtime leave within two pay periods, leave may be banked up to a total of 14 hours (2 days) and must be taken within the following month. Anything in excess must be approved by the designated supervisor.

4.3 REPORTING OF ABSENCE

A staff person who finds it necessary to be absent for any reason, including overtime leave, should notify her supervisor (or her supervisor's designate) as soon as possible and should record the absence on a time sheet at the earliest opportunity.

5. SALARY ADMINISTRATION

5.1 SALARIES

The salaries of the ED and any other permanent staff will be established by the Steering Committee or its designate. Employees will be informed of the salary range for their positions each time there is a change.

5.2 PAY SCHEDULE

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Staff members are paid every two weeks upon submission and approval of time sheets. Whereas the Executive Director approves time sheets for the staff, these time sheets must be submitted to the designated employee at Family Services à la Famille Ottawa which, as a service to OCTEVAW, handles payroll and records and tracks payroll information.

6. PERFORMANCE REVIEWS

6.1 REVIEW PROCESS

To ensure that OCTEVAW conducts its business efficiently and effectively, it is essential that the staff members be evaluated annually.

This evaluation will be in writing on a standard form. Working with the Personnel sub-committee, the Chair (or her designate) is responsible for appraising the performance of the ED, based on consultation with relevant members and stakeholders. Evaluations of other staff will be conducted by their immediate supervisor.

The purpose of employee evaluation is to

- determine how well an employee is meeting required standards of performance
- identify employee strengths, and pinpoint areas for growth
- identify and maximize future learning opportunities, and
- assist in developing a work plan to aid in these goals.

Performance appraisals are required as follows:

- 1) On completion of the probation period;
- 2) For permanent employees, no more than 18 months following the end of the probation period and annually thereafter

6.2 EXECUTIVE DIRECTOR'S PERFORMANCE REVIEW

The supervisor and a member of the Personnel sub-committee will discuss the evaluation with the employee concerned and the employee will sign the evaluation form indicating that it has been read and discussed. Before the evaluation is filed, the supervisor will report on its contents to the Personnel subcommittee.

The evaluation completed in accordance with this procedure will not be changed as a result of the discussions, but an additional page may be added to the evaluation, should it be necessary. If an additional page is added, it will be read and signed by the supervisor and by the employee.

The supervisor and the employee concerned will discuss the evaluation and the employee will sign the evaluation form indicating that it has been read and discussed. The Personnel Sub-committee will receive a copy.

7. LEGISLATED BENEFITS: LEAVES OR ABSENCES

7.1 PUBLIC OR STATUTORY HOLIDAYS

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Eligibility: There is no 'qualifying period' of employment before employees are entitled to this benefit.

In addition to the *ESA* requirement, a greater benefit is provided (see section 8). Specifically, all paid job classifications are eligible for these public holidays, except 'relief' or 'casual' contractors. When they are called those who may elect to work or not are ineligible for public holiday pay.

Also, as a greater benefit, additional paid holidays are recognized.

Paid Hours: Employees are entitled to be paid for designated Public Holidays based on a 7-hour holiday, pro-rated to the FTE (full-time equivalent), e.g., 3.5 hours for a 0.5 FTE (7 hours x 0.5 = 3.5 hours). There are eight (8) *ESA* recognized holidays, plus two (2) *OCTEVAW*-recognized holidays (indicated by an asterisk) as follows:

Paid Holidays: *OCTEVAW* recognizes the following Public Holidays:

- New Years Day
- Good Friday
- Easter Monday (*)
- Victoria Day
- Canada Day
- Civic Holiday (*)
- Labour Day
- Thanksgiving Day
- Christmas Day
- Boxing Day

Not scheduled to work: If an employee does not normally work on the appointed day, they are still entitled to a 'substitute' holiday. Ideally, employees should 'flex in' the Public Holiday into their work schedule for the pay period. If this is not possible, a public holiday may be banked, and taken within three (3) months.

Work more than 7 hours: Those employees who normally are scheduled to work a longer than 7-hour work day on the day on which the Public Holiday falls, should ideally 'flex in' more work hours in that pay period to cover the difference. If this is not possible, they may use other leave entitlements, e.g., Annual Vacation, Lieu time, or Special Leave. For example, an employee who normally works a 10-hour day would claim 7 hours of 'Stat' on that day and 3 hours of 'Regular' elsewhere in that pay period. Alternatively, that employee could claim 7 hours of 'Stat' and 3 hours of 'Vacation', 'Lieu', or 'Special' to top-up that day.

Absent on Paid Leave: An employee who is absent on other 'approved' paid leave on the day on which a Public Holiday falls, should: 1) account for the Public Holiday when requesting their leave; 2) add an additional leave day to their scheduled absence; or 3) bank either the other leave entitlement or the Public Holiday and take it off within three (3) months.

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7.2 VACATION WITH PAY (SEE THE *ESA, PART XIV, S. 33-41* FOR DETAILS)

Eligibility for Vacation Time

By law, an employee shall be given a vacation of at least two (2) weeks after each twelve (12) months of employment.

Vacation Pay

An employer shall pay vacation pay to an employee who is entitled to vacation equal to at least 4 per cent of the wages earned during the 12-month period for which the vacation is given.

Greater Benefits

The above are minimum requirements for all employees. Permanent employees eligible for OCTEVAW paid leave benefits are entitled to greater benefits, as indicated in section 8.

7.3 PREGNANCY AND PARENTAL LEAVE (SEE *THE ESA, PART XIV, S. 46-49* FOR DETAILS)

Parental leave is a right that new parents have to take unpaid time off work when a baby or child is born or first comes into their care. Pregnancy and Parental Leaves are considered a form of leave without pay.

Eligibility: Permanent employees who are employed at least thirteen (13) weeks prior to their due date are entitled to take up to seventeen (17) consecutive weeks of unpaid Pregnancy Leave.

A pregnant employee may begin her leave either the earlier of,

- the day that is 17 weeks before her due date; or
- the day on which she gives birth.

New Parents who have been employed at least thirteen (13) weeks, are entitled to unpaid Parental Leave of:

- 35 consecutive weeks (if the employee takes pregnancy leave); or
- 37 consecutive weeks (if the employee does not take pregnancy leave).

A mother's parental leave must begin immediately after the pregnancy leave ends. Otherwise, parental leave must begin within 52 weeks of the date the child was born or first came into the parent's care.

An employee may opt to take less than her entitlement, provided she submits a medical certificate confirming that she is able to resume work.

Notice: The employee must give OCTEVAW not less than two (2) weeks' notice, in writing, prior to the commencement of the leave. In addition, the employee must give, in writing, at least four (4) weeks' notice confirming her planned date of return to work.

Continuance of other Benefits: Employees are entitled to continue to accrue their normal entitlements while on leave.

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7.4 FAMILY MEDICAL LEAVE (SEE ESA, PART XIV S.49 FOR DETAILS)

Entitlement to leave

An employee is entitled to a leave of absence without pay of up to eight weeks to provide care or support to family member if a qualified health practitioner issues a certificate stating that the individual has a serious medical condition with a significant risk of death occurring within a period of 26 weeks or such shorter period as may be prescribed.

This entitlement applies in respect to the following individuals;

1. The employee's spouse.
2. A parent, step-parent or foster parent of the employee.
3. A child, step-child or foster child of the employee or the employee's spouse.
4. Any individual prescribed as a family member for the purpose of this section under the ESA.

Earliest date leave can begin

The employee may begin a leave under this section no earlier than the first day of the week in which the period of risk begins.

Latest date employee can remain on leave

The employee may not remain on a leave under this section after the earlier of the following dates:

1. The last day of the week in which the family member dies.
2. The last day of the week in which the period of risk ends.

Two or more employees

If two or more employees take leaves under this section in respect of a particular individual, the total of the leaves taken by all the employees shall not exceed eight weeks during the period referred to in subsection (2) that applies to the first certificate issued for the purpose of this section. 2004, c. 15, s. 3.

Full-week periods

An employee may take a leave under this section only in periods of entire weeks.

Advising employer

An employee who wishes to take leave under this section shall advise his or her employer in writing that he or she will be doing so.

Same

If the employee must begin the leave before advising the employer, the employee shall advise the employer of the leave in writing as soon as possible after beginning it.

Copy of certificate

If requested by the employer, the employee shall provide the employer with a copy of the certificate referred to under "entitlement to leave" as soon as possible.

Further leave

If an employee takes a leave under this section and the family member does not die within the period of risk, the employee may, in accordance with this section, take another leave and, for that purpose, the reference "the first certificate" shall be deemed to be a reference to the first certificate issued after the end of that period.

8. GREATER BENEFITS: LEAVES OR ABSENCES

The following are considered greater benefits than those provided in the ESA.

Eligibility: Permanent employees entitled to OCTEVAW paid benefits, as stipulated in the employment contract, are entitled to these greater, 'paid' benefits.

Authority to Grant Leave:

The Executive Director has the authority to approve the leave of those who report to her. In respect of her own leave, requests must be submitted to her supervisor.

Requests by the ED for continuous leave of more than one (1) month must be referred to the Steering Committee for approval. The Steering Committee will also decide whether it is necessary to hire temporary replacement staff and, if so, will normally delegate this responsibility to the Personnel subcommittee.

Request for Leave: Employees shall request leave for any planned absences as far in advance as possible. These absences must be pre-approved by the supervisor. To ensure appropriate service delivery, the time taken will be mutually agreeable to both the employee and supervisor, with the exception of medical leave.

Calling In: Employees absent due to an emergency are expected to call in to their supervisors as soon as possible and to record the leave taken on the time sheet for that period.

Accrual: Leave benefits are "earned" benefits, i.e., accrued based on the period worked. Leave credits for a part-year will be calculated on a pro-rated basis. If an employee is requesting leave not yet earned, approval may be granted, conditional on the employee signing an agreement to pay back any portion taken but not earned, should the employment contract end for any reason.

The Paid Benefits year begins April 1st and ends March 31st each year. The rules for carrying forward unclaimed leave entitlements will be clearly indicated below.

Reporting of Benefits (Absences): Employees and supervisors are responsible for tracking and recording benefits throughout the year. Employees may request a report from Family Services à la Famille at any time. Employees are responsible for verifying the accuracy of these figures and reporting any discrepancies.

Claiming Leave Benefits: Leave benefits shall be claimed by recording the appropriate days or hours on the time sheets, for the appropriate pay period.

8.1 ANNUAL VACATION

Request for Vacation: Vacation requests must be submitted to the designated supervisor two months prior to the requested date. An answer will be given by OCTEVAW within two weeks. Requests falling outside these parameters will be considered.

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By law, vacations must be taken no later than ten (10) months after they are earned. Also, employees shall be paid for unclaimed vacation days at the end of their employment contract.

Entitlement to Annual Vacation: In calculating vacation time, a working day means a normal business day, Monday to Friday inclusive. When a holiday falls within a vacation period, an extra day is credited to the vacation period.

The vacation year is from April 1 to March 31. New full-time employees shall receive that portion of a full annual leave earned between the date of employment and the following March 31. However, new employees are not eligible to take vacation leave until after their probationary period has ended, unless their supervisor agrees to make an exception.

Permanent staff will have paid vacation leave of four (4) weeks per annum. After 10 years of continuous service they will have five (5) weeks of paid vacation leave per annum.

Vacation leave for part-time employees of OCTEVAW will be pro-rated according to their FTE.

Short-term employees will receive vacation pay of 4%, in accordance with the Employment Standards Act.

Remittance on Termination: On termination of employment, any leave taken and unearned will be paid back to OCTEVAW by the employee. The employee will be paid for any accumulated vacation leave on termination of employment.

Should an employee be on medical leave prior to a scheduled vacation period and should the illness extend into the vacation period, the employee will be considered to be on medical leave until she recovers and the vacation will be rescheduled.

Accrual of Annual Vacation Time

No more than one (1) week of vacation time may be carried over from one year to the next without the prior approval of the supervisor.

At the beginning of a year, or the commencement of employment, an employee's vacation account will be credited with no more than five (5) days carried forward from previous years and the number of vacation days she will earn that year. During the year, the vacation days used will be subtracted from the employee's vacation account. Vacation days that an employee was expected to earn but will not earn (due to parental leave, termination of employment, etc.) will also be subtracted. Employees with unusually high levels of unclaimed leave may be required to submit a plan for taking time off.

If an employee terminates employment, and has used vacation days that have not yet been earned, salary for these days will be deducted from the employee's final pay cheque. Vacation days that have been earned but not used will be paid at the time of termination.

8.2 PAID MEDICAL LEAVE

Employees are entitled to medical leave for personal illness and for illness of a close family member, limited to spouse, parent or child.

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All permanent full-time employees shall be entitled to .83 days per month for illness, to a total of 10 working days per year, pro-rated for permanent part-time employees, leave is not cumulative from year to year.

Medical leave is for illness and medical (including dental) appointments only and no compensation is provided upon an employee's leaving the agency.

Employees may be required to furnish medical evidence of illness or injury for absences of more than five days.

In the case of an employee's not having accumulated any medical leave or having used all available time, a credit of up to ten days' leave may be granted at the discretion of the Steering Committee, providing there is a reasonable expectation of the employee's returning to regular full-time employment.

If unearned medical leave has been taken at termination of employment, it will be recovered by OCTEVAW.

8.3 SPECIAL LEAVE BENEFIT

Entitlement: Full time employees can request up to five days Special Leave in each full year worked.

Part time employees can request Special Leave on a pro-rated basis calculated on their FTE (e.g., 5 days x 0.5 = 2.5 days per full year worked).

Special Leave may be granted *at the discretion of the Supervisor for the following purposes:*

- To undertake important family or personal responsibilities that cannot otherwise be attended to because of the work schedule;
- To care for family members under the broader definition of "specified Individuals" (see below) due to illness or medical emergency;
- To undertake the paternal responsibilities around the birth or adoption of a child;
- Personal observance days;
- Other urgent matter involving "specified individuals", i.e., unplanned or out of the employee's control, involving the potential of serious negative consequences, including emotional harm, if not attended to.

Special Leave credits are non-cumulative and will not exceed five days per annum.

"Specified individual" is limited to include:

- employee's spouse;
- parent, step-parent or foster parent of the employee or of the employee's spouse;
- child, step-child or foster child of the employee or of the employee's spouse;
- grandparent or step-grandparent; grandchild or step-grandchild of the employee or of the employee's spouse;
- spouse of a child of the employee;
- employee's brother or sister;
- relative of the employee who is dependent on the employee for care or assistance.

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8.4 BEREAVEMENT LEAVE BENEFIT

Entitlement: Full time employees can request up to five days Bereavement Leave per loss of any specified individuals.

Part time employees can request to Bereavement Leave on a pro-rated basis calculated on their FTE (e.g., 5 days x 0.5 FTE = 2.5 days per full year worked).

Bereavement Leave shall be approved upon the death of a "specified individual" as defined above.

Bereavement Leave is non-cumulative.

8.5 JURY (COURT) DUTY

This type of leave falls into three (3) categories:

1. Jury Duty
2. Non Work-Related Testimony
3. Work-Related Testimony.

Employees required by law to serve on a jury or called to appear as a witness by those who have legal authority to demand their presence (i.e. in the first two categories), will be paid their regular salary and benefits for two (2) weeks. Any stipends paid to the employee for such duties shall be signed over to OCTEVAW, less out-of-pocket expenses. After the first two weeks, the employee will be considered to be on an unpaid leave of absence and will keep any monies received from the court.

Employees called to give work-related testimony will be entitled to receive salary and benefits until the court proceedings are completed.

Employees summoned for court duty are asked to advise the Personnel Subcommittee as soon as possible.

OCTEVAW will not compensate employees for jury duty performed on a normal day of rest, or if their presence is as a result of litigation they themselves have initiated for reasons unrelated to the performance of their duties.

8.6 LEAVE FOR PROFESSIONAL DEVELOPMENT

Full-time staff will be given up to five (5) days paid leave for professional development days as required by OCTEVAW; this will be pro-rated for part-time employees. If an employee requests that costs associated with the professional development be paid by OCTEVAW, the supervisor will consider each request on a case-by-case basis.

9. NON-WAGE ENTITLEMENTS

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9.1 CANADA PENSION PLAN

CPP is compulsory for all employees who have reached age eighteen (18) and are under seventy (70), in pensionable employment.

9.2 EMPLOYMENT INSURANCE

Employees are required to contribute to the Employment Insurance Fund.

9.3 BENEFITS PROGRAM

OCTEVAW does not offer health, dental or long-term disability benefits. Permanent employees will receive compensation in lieu of benefits at a rate to be negotiated when the offer of employment is extended.

10. TERMINATION OF EMPLOYMENT

Termination of all employees will be carried out in accordance with the provisions of the Employment Standards Act.

A permanent employee wishing to terminate employment will be expected to give a written notice equal to that required of the employer by the legislation.

In cases of clear and present danger to personnel or property, the Personnel Sub-committee may order an immediate suspension with pay, subject to review by the Steering Committee.

Except in cases of clear and present danger to personnel or property, when OCTEVAW is dismissing a permanent employee such dismissal shall be preceded by prior indications, i.e. at least one verbal and one written warning to the employee, when performance has been unsatisfactory.

When it is necessary to terminate employment of a permanent employee who has completed probation for such reasons as economic factors or program changes, notice shall be given in accordance with the Employment Standards Act.

The values expressed in OCTEVAW's mission statement apply to its relationships with its employees.

11. PROGRESSIVE DISCIPLINARY PROCESS

11.1 DEFINITION

Disciplinary action is taken to maintain OCTEVAW's standards of conduct.

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11.2 PREAMBLE

OCTEVAW is committed to providing a work environment in which all personnel are treated with mutual trust, respect, dignity and worth. All personnel are entitled to clear performance expectations, guidance and supervision, and feedback on performance. When performance deficiencies are identified, OCTEVAW supports a progressive approach to any disciplinary action to ensure timely and clear communication, as well as fair opportunity to improve performance.

11.3 POLICY

11.3.1 Employees, Including Casual/Relief Staff

The following policy applies to any permanent or term employee, including casual or relief staff who perform duties integral to the work of OCTEVAW

The progressive disciplinary process includes the following four levels of possible disciplinary action: oral reprimand; written reprimand; suspension without pay; and dismissal.

For relatively minor infractions, management will begin at the lowest level of discipline and proceed upwards if warranted. However, for serious infractions, the level of initial disciplinary action may be higher, up to and including dismissal where warranted. OCTEVAW will seek legal advice when appropriate.

The Personnel sub-committee has both the authority and the responsibility to take disciplinary action against those employees who report to it. The Executive Director has the authority and responsibility to take disciplinary action against those employees who report to her, up to and including suspension without pay. Such action should be taken promptly following an incident and should be in keeping with the severity of the problem, the circumstances surrounding it, and the probability of it recurring. Supervisors are to use their judgement in assessing the situation and the most appropriate level of discipline to be used.

The supervisor, working in consultation with the Personnel subcommittee, is responsible for initiating disciplinary action against the Executive Director as required, up to and including written reprimand; further action should include informing and seeking the concurrence of the Steering Committee, as well as seeking such legal and expert advice as may be required.

11.3.2 Volunteers and Students

For volunteers and students, a similar progressive approach shall be taken to ensure fair opportunity to improve performance. However, the possible actions will be limited to measures appropriate for the category of personnel (e.g. volunteers are not paid), and subject to any conditions outlined in any contract or agreement. For example, the coordinator from the educational institution may be consulted when a student is involved.

11.4 PROCEDURES

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11.4.1 Oral Reprimand

An oral reprimand is a verbal warning given by the supervisor. It must be clear to the individual that the warning is a disciplinary action. The disciplinary action must clearly explain:

- what the individual has done to warrant a reprimand
- what is expected of the individual to correct the problem
- the time frame for corrective action
- the next disciplinary action that will be taken if the problem is not corrected
- any other information that is pertinent to the situation

The Supervisor will document the date and content of the oral reprimand, along with the employee's response. This material will be placed in the employee's file for one (1) year, after which it will be destroyed. The Supervisor must inform the Personnel subcommittee of the action that has been taken. This is to keep key people informed in case further disciplinary action is required. Normally, there is only one oral reprimand given to an individual to correct a problem.

11.4.2 Written Reprimand

A written reprimand is a written warning given by the supervisor. It contains exactly the same information as an oral reprimand, and makes reference to the previous oral reprimand (where one was given), but a permanent copy of the reprimand is placed on the personnel file. Normally, there is only one written reprimand given to an employee to correct a problem.

11.4.3 Suspension Without Pay

A suspension is a temporary removal of an individual from the performance of their duties for a specified period without pay. The Personnel subcommittee may suspend the Executive Director for a period of up to two (2) business weeks. The Executive Director may suspend any individual who reports to her for a period of up to two (2) business weeks.

When an individual is suspended, she will be given a letter containing information on the period of suspension and discussing the same points that are outlined in the section on oral reprimand. The letter will also state that personnel who are suspended without pay do not earn any leave during the period of suspension. A copy of this letter will be placed on the personnel file.

An individual may be suspended for increasingly longer periods of time as disciplinary action for the repetition of the same offence, or she may be given a suspension and then be discharged for repetition of the same offence.

NOTE:

An individual may be suspended with pay during a period of investigation. This is not to be considered a disciplinary action although disciplinary action may result from the investigation. In the event that disciplinary action is taken that results in suspension without

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pay, the time already spent away from work will be counted as part of the suspension and the employee's salary adjusted accordingly.

11.5 DISMISSAL

An individual is subject to dismissal with cause (without notice) for any of the following:

- a single serious act of misconduct
- a repetition of an act of misconduct
- a series of acts of misconduct.

An individual may be subject to dismissal without cause with appropriate notice. In such a case, OCTEVAW will comply with all legislative requirements, as set out in the *ESA*.

OCTEVAW will seek legal advice when appropriate.

11.5.1 Process with regard to the Executive Director

Authority for dismissal of the ED rests with the Steering Committee. Responsibility for recommending dismissal falls to the Personnel subcommittee, which in turn will normally act on the advice of the supervisor. Where it is deemed advisable, the Steering Committee may seek legal counsel before taking a decision.

If the Steering Committee is in agreement with the recommendation to dismiss, the Chair will notify the Executive Director in writing. The letter will contain a notice of immediate dismissal and the reasons for the action.

The Chair will issue an announcement to all members and staff informing them of the decision to discharge as soon as it is legally feasible to do so.

If the Steering Committee is not in agreement, the Personnel subcommittee will continue to document the case and may resubmit the request for dismissal.

11.5.2 Process with regard to other staff

The Executive Director has the authority to dismiss all other staff that report to her, provided she does so in consultation with her supervisor (and/or the Personnel subcommittee) and in accordance with legislative requirements.

12. GRIEVANCE PROCESS

12.1 DEFINITION

A grievance is a formal written complaint filed by an employee with her supervisor in a situation where an individual feels that OCTEVAW's policies have not been complied with or applied fairly. This process is not intended as an instrument to influence change in policy.

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Other mechanisms, such as input through the Personnel subcommittee, are available to affect policy change.

Most difficulties between individuals can be resolved with timely and effective communications. Having a third person to facilitate the discussion may be helpful. On the rare occasion when all informal efforts fail to resolve the situation, a more formal process may be called upon to settle the matter

All reasonable steps shall be taken to resolve problems/conflicts through informal means. If this is not possible, then personnel have the right to grieve, by submitting a formal, written complaint.

12.2 PROCEDURES

An individual who wishes to submit a grievance must do so in writing, as clearly and concisely as possible. If the grievance concerns the Executive Director then the formal complaint should be submitted to the Personnel subcommittee via the chair of that subcommittee. If the Executive Director is the one filing the grievance, it should be referred to the Steering Committee as a whole via a member of the Personnel subcommittee. In either case, the (sub)committee will have five (5) working days in which to respond to the individual in writing.

During this period, the (sub)committee may seek additional background information upon which to base a decision. Subcommittee and Steering Committee decisions are final.

Grievances are to be kept on file for a period of two years, after which time they will be destroyed provided there are no further related grievances.

13. REIMBURSEMENT OF EXPENSES

Full-time, part-time and contract staff who incur work-related expenses will be reimbursed. All expenses must be pre-approved by the Personnel Sub-committee and an expense claim form submitted with all receipts attached in order to receive reimbursement.

13.1 TRANSPORTATION EXPENSES

OCTEVAW will reimburse employees for work-related transportation events. This does not include transportation between an employee's residence and the OCTEVAW office.

Allowable expenses include:

- Car operation at a per kilometer rate rate to be set annually by the Finance subcommittee
- Parking for meetings or for events away from the OCTEVAW office
- Public transportation costs for bus or taxi when an employee does not have access to a car.

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Parking tickets are the responsibility of the employee and will not be reimbursed by OCTEVAW.

13.2 OUT-OF-TOWN TRAVEL EXPENSES

Travel to out-of-town meetings or conferences is reimbursable if it is pre-approved by the supervisor or her designate. This includes: intercity transportation, accommodation, meals and conference fees. Reasonable standards for each of these fees will be established by the employee and the supervisor or her designate on a time-by-time basis. Receipts must be provided before reimbursements will be given.

13.3 ADVANCES FOR OUT-OF-TOWN TRAVEL EXPENSES

On request, and with adequate notice, an employee can receive an advance to cover expected travel expenses.

When an advance is received, the employee will still complete an expense claim form and attach all receipts. The total of the claim form will be deducted from the advance. If there's still advance money remaining, the employee will reimburse it to OCTEVAW. When expenses total more than the advance, the employee will be reimbursed for the difference.