

CATHOLIC CROSSCULTURAL SERVICES

Human Resources Policy



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Section One: INTRODUCTION**1.01 Purpose of Policy**

Purpose:	<p>The Human Resources Policy of Catholic Crosscultural Services (CCS) is detailed in this document and is consistent with the values, mission and objectives of the agency.</p> <p>This policy articulates the guiding principles setting the direction for the agency surrounding the terms and conditions of employment, the responsibilities of all employees, and ensures that the agency's Human Resource practices are consistent with fairness, respect, safety and security of employees and confidentiality. This policy is approved by the CCS Board of Directors.</p> <p>Specific steps on how to implement this policy are found in the CCS HR Procedure Manual.</p>
Applicability	<p>This Policy applies to all staff. Where the policy applies differently for some categories of staff, primarily resulting from funder specifications, the specific applications are detailed in the Policy.</p>
Consistency of Practice	<p>CCS will make every effort to ensure and maintain consistency of practice and its' employee total rewards strategy in the workplace. Where contracts with funders contain directives that are in conflict with this manual, the contract provisions shall apply.</p>
Access	<p>CCS shall ensure that all staff has access to this and any other policy documents that detail their rights and responsibilities as employees of CCS. It is a requirement for all CCS staff to read this Policy and related documents, and to seek clarification as necessary.</p>
Maintenance	<p>The Board of Directors of CCS will review this Policy every three (3) years and reserves the right to amend this Policy to meet changing circumstances or in response to changes in legislation. The Director, People and Culture, under the direction of the Executive Director, is responsible for maintaining the policy and ensuring updates are circulated and communicated to CCS staff. Any changes or deviations from this Policy require the formal approval of the Board of Directors.</p>

Section Two: ORGANIZATIONAL PROTOCOLS

2.01 Code of Conduct

Statement

CCS employees are placed in a position of trust as a result of the type of work they perform. It is the responsibility of CCS stakeholders not to abuse that trust.

As representatives of CCS, employees are responsible for conducting themselves professionally, and in alignment with the principles of Catholic Social Justice when engaged in activities related to the work of CCS.

This Code of Conduct provides a framework for governing acceptable behavior for every individual representing CCS. This Code of Conduct is designed to ensure clarity concerning the behaviors expected of all employees.

The process of signing the Code of Conduct enables all employees to acquaint themselves with, and to confirm their commitment to, CCS's standards of integrity and conduct.

Applicability

This policy applies to all employees.

Guiding Principles

Every employee will commit to and demonstrate the principles of Catholic Social Justice in all aspects of the work they do on behalf of CCS.

Client Relations

The delivery of exceptional client care is at the center of CCS' priorities. Employees must always exhibit hospitality, courtesy and respect to all stakeholders.

Employees must respect the religious beliefs, values and customs of clients. Employees are not to discuss or promote their own political or religious beliefs with clients.

Employees must not discuss their own personal problems, finances or conditions of work with Clients.

Employees must not use foul or profane language while at work.

An employee of CCS must not engage in romantic or sexual activity with a client while they are an active client of CCS or anytime thereafter. Sexual relations between an employee and

a client may be considered a form of sexual harassment and/or abuse, and will result in termination.

An employee must not sell products or services to a client outside of CCS' services, or solicit a client for the purpose of fundraising or promoting any other business venture, outside of CCS fundraising initiatives approved through the Executive Director.

All meetings with clients are required to happen in a place of business or a public venue. At no time is it permissible for an employee to go to a client's home or invite a client to their home.

Clients should only contact employees through the appropriate office number and never meet with an employee at the employee's home. Employees must never provide their home telephone number or address to clients.

Due to liability issues, employees must never transport a client in their personal vehicle.

Employees must not engage in financial relations with clients, including but not limited to lending money, borrowing money, completing financial interactions.

Employees shall refrain from engaging in legal activities with clients, such as acting as a Power of Attorney or Trustee. As a result of the nature of the work performed by CCS, clients may view CCS employees as a trusted resource directing them in matters related to legal issues. CCS employees are not to provide legal advice.

Employee Relations

Employees must not criticize, gossip about or make negative or disparaging comments about the agency or its' stakeholders by any form of communication including social media and other electronic communication.

Employees must treat all stakeholders fairly, equally and without discrimination.

CCS adheres to a strict zero-tolerance attitude toward workplace violence and harassment. (see 2.02 Respect in the Workplace).

When an employee has an issue or concern about another employee, they are to follow the process outlined in section 2.04 Conflict Resolution of the HR Policy.

Anti-Racism/Anti-Oppression

CCS recognizes and values differences in race, ethnicity, gender identity and gender expression, ancestry, place of origin, colour, citizenship, religion/spirituality, sexual orientation, age, marital status, family status, political affiliation, ability and Aboriginal identity. We also acknowledge members from these communities have not been treated equally and have encountered barriers that hinder equal access within employment and in receiving programs and services.

CCS does not tolerate racism, prejudice or any form of discrimination, either explicit or implicit. We are committed to racial equality in employment and service delivery. We work towards confronting and eliminating discrimination, and fostering an environment where all employees and clients are treated with dignity and respect.

Confidentiality

Employees must strictly maintain client confidentiality in all matters. Client information is only discussed for the purpose of providing client care. The highest standard of discretion should always be exercised with regard to agency, employee or client information. Employees must consistently maintain the standards outlined in the Confidentiality and Intellectual Property Agreement signed at the time of hire.

Social Media

An employee should refrain from connecting with clients using their personal social media accounts/profiles. Employees wishing to engage with clients using social media as a vehicle of communication should create a professional social media account for client engagement, and refrain from posting personal content to that profile.

Employees must refrain from posting on any social media platform any commentary, content, or images related to the agency, its clients, or employees that may be considered defamatory, proprietary, harassing, or that can create a hostile work environment.

Employees should be aware that CCS may observe content and information made available by employees through social media, whether posted during or after work hours. Employees should use their best judgement in posting material.

Social media use should not interfere with an employee's responsibilities. CCS computer systems are to be used for business purposes only.

Media Relations

CCS makes use of local media to help bring awareness to and support the work of CCS and the agency's mission. As such, every effort is made to ensure appropriate media coverage is available for any agency event that will increase the community's understanding and awareness of the work of the agency. The Executive Director or their designate is the spokesperson for the agency.

In order to ensure that public relations are consistent with the goals and objectives of the agency, no statements or interviews are to be granted to the media without the approval of the Executive Director.

Any requests for presentations about the agency or communications about the agency's philosophy or stance on issues require the prior approval of the Executive Director or their designate.

Contracts and Partnerships

Employees are responsible for reviewing and understanding the CCS finance policy, and ensuring that they do not enter into agreements that are outside of the scope of their decision-making authority.

Partnership agreements must be reviewed with the Executive Director or Department Head in advance of being finalized.

Acceptance of Gifts

Acceptance of gifts offered by CCS clients, contractors, partners or other stakeholders is discouraged.

Understanding that gifting may be a cultural expression of a shared holiday, celebration or observation, CCS employees may only accept consumable gifts of minimal appreciable value which may be shared openly with other employees and clients (e.g. a box of chocolates). Employees are required to gratefully decline all other gifts.

Clients who wish to express their appreciation or gratitude to an employee of CCS are welcome to send a card or letter of thanks to the employee or the organization.

Should a client or vendor wish to make a monetary gift, it will be considered a charitable donation to the agency and a charitable receipt will be provided. Any such inquiries should be directed to the Finance Department.

Personal Presentation

CCS employees are expected to maintain acceptable standards of personal grooming and hygiene, and to exercise good judgement, presenting themselves in attire suitable for a business casual work environment. Clothing that is "too

revealing”, or torn, dirty, frayed or excessively tight fitting is unacceptable.

Any clothing that has words, terms or pictures that may be considered offensive to others is strictly prohibited

Tobacco, Alcohol, Controlled Substances and Illegal Drugs

CCS is deemed to be a smoke-free workplace, in accordance with relevant legislation. Smoking in CCS offices is strictly prohibited. Smoking outside CCS buildings is subject to municipal and building codes (3 meters of any building entrance in Ontario).

Employees must not consume alcohol, controlled substances, or illegal drugs prior to, or during work hours. Employees may not report to work when under the influence of alcohol or illegal drugs.

Employees taking cannabis or other controlled substances for medical purposes, as prescribed by a doctor, will submit a medical note to the People and Culture department, and will be permitted to consume their medication, provided it does not impede their ability to perform their duties at work.

Illegal drugs are not permitted at the CCS workplace, and the consumption, use, or possession of illegal drugs while at work is grounds for termination. (see Successful Performance Recovery in the HR Procedures Manual).

Accessible Customer Service

CCS employees strive at all times to provide the agency’s services in a way that respects the dignity and independence of people with disabilities (see section 2.06 AODA of the HR Policy).

Conflict of Interest

CCS recognizes the importance of protecting the agency while preserving the rights of employees to participate as private citizens in the life of the community. Employees are required to support and advance the interests of CCS and avoid placing themselves in situations where their personal or business interests outside of the agency actually or potentially conflict with those of CCS, or where such interests may create a perceived conflict. In the event that a conflict of interest may occur, employees are required to disclose that conflict to their immediate supervisor, or to a member of the People and Culture department. (see Conflict of Interest in the HR Procedures Manual).

Inappropriate Conduct	CCS considers any instance of waste, fraud, abuse or other wrongdoing of persons or property an Agency compliance violation. Instances or perceived instances of such conduct must be reported to an employee's immediate and will be investigated and addressed.
Outside Employment	<p>CCS does not explicitly prohibit or encourage outside employment. It is expected that the employee is available to fulfill their terms of employment with CCS and that any outside employment obligations will not interfere with their ability to complete their work duties or scheduled work times.</p> <p>Outside employment (paid or unpaid) which generates a conflict of interest is not permitted and may result in termination of the employment relationship. Employees are required to disclose any outside employment and/or volunteer obligations to their Director to determine if there is a conflict of interest.</p>
Use of CCS Equipment	<p>CCS prohibits the use of CCS office space, equipment and other resources in conducting business matters related to outside employment. Duties related to outside employment may not be conducted during the course of the CCS workday. Employees are not permitted to use CCS' name or reputation for any outside employment interests.</p> <p>All equipment purchased and provided by CCS are property of CCS, and are to be used only for the express purpose of performing work on behalf of the agency. CCS internet access is provided as a tool for work purposes, and any misuse (including accessing pornography or hate literature) will not be tolerated. All users of CCS computers and network connections must adhere to the guidelines articulated in the HR Procedure Manual 2021. Should CCS equipment be lost, stolen or damaged while under the care and control of an employee, said employee will be responsible for the repair cost or full replacement value.</p>
Protection of Personal Property	CCS employees are discouraged from bringing/storing personal valuables at work, and for ensuring personal property is secure (i.e. locked in a drawer) at all times. CCS is not responsible for the loss of any personal property at any of its locations.
Acknowledgement	<p>All new employees, students and volunteers, and Board Members shall be provided with a copy of this Code of Conduct and shall be requested to sign an acknowledgment of its receipt and an undertaking to comply with its procedures and guidelines.</p> <p>All employees will review and sign the Code of Conduct annually.</p>

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Revised: 06/2015
Revised: 07/2017
Revised: 07/2021

Section Two: ORGANIZATIONAL PROTOCOLS
2.02 Respectful Workplace

Statement

CCS values the worth, dignity and diversity of its employees, in keeping with the teachings of Catholic Social Justice. CCS is committed to maintaining a work environment where all employees are free from workplace incivilities including: harassment, sexual harassment, discrimination, bullying and violence. Such actions are not tolerated from any person in the workplace, including employees, direct supervisors, directors, students, volunteers, clients, contractors, and other stakeholders.

Any violation of this policy may be subject to disciplinary action, up to and including termination of employment in accordance with our successful performance recovery policy.

Applicability

This policy applies to all CCS employees, students, volunteers and Board Members. It applies to any location in which work-related activities occur, whether or not they are a recognized CCS site.

This policy also applies to situations in which a CCS stakeholder is harassed or subjected to violence in the workplace from individuals who are not employees of the organization, such as clients and suppliers.

Detailed definitions associated with workplace harassment, and the written procedure for reporting, investigating and resolving incidents of workplace violence and harassment are articulated in the HR Procedure Manual (Respectful Workplace), reviewed annually by the Executive Director.

Workplace Violence

CCS is committed to the prevention of workplace violence in accordance with its obligations established in the Ontario *Occupational Health and Safety Act*. As such, the organization will actively work to identify potential risks and implement systems, and procedures to reduce/eliminate risk. CCS will take whatever steps are reasonable to protect employees.

Workplace violence is unacceptable in all forms, at all times. All employees are expected to work cooperatively together to uphold this policy and deescalate potential incidents before they become more serious. Employees are expected to report all incidents to their direct supervisor, or any member of the Senior Management team.

Additionally, CCS will undertake to assess its work locations to determine the risk of workplace violence and implement measures to safeguard employees from harm. CCS will reassess the risks of workplace violence as often as necessary to ensure that employees continue to be protected from workplace violence.

Roles and Responsibilities

It is the shared responsibility of all CCS employees and stakeholders to ensure the creation and maintenance of a harassment and violence-free workplace, and to address violence and/or the threat of violence from all possible sources (including clients, employers, supervisors, workers, strangers and domestic/intimate partners).

CCS is accountable for ensuring all employees receive adequate training to facilitate an understanding of what behavior is and is not appropriate. Employees are encouraged to report any incidents of workplace harassment to their Supervisor, or to the People and Culture department.

People and Culture is accountable for ensuring all reported incidents are investigated in a fair, respectful and timely manner, in accordance with the investigative process outlined in the HR Procedure Manual.

Confidentiality

Information about complaints and incidents shall be kept confidential to the extent possible. Information obtained about an incident or complaint of workplace harassment would be disclosed only as necessary to protect employees, to investigate the complaint or incident, to take corrective action, or as required by law.

Reprisals

Employees are not to be penalized or disciplined for reporting an incident or for participating in an investigation involving workplace violence or harassment.

Reprisal and/or retaliation against any employee who has filed a complaint under this policy, or has provided information regarding a complaint, is prohibited. Allegations of reprisal and/or retaliation should be reported to the

Director, People and Culture, who is responsible for ensuring a thorough investigation of the complaint.

Conversely, In the event that an employee is found to have knowingly filed a false complaint, fabricated evidence or retaliated against another employee for exercising their rights under this policy they will be subject to disciplinary action, up to and including termination of employment.

Reporting and Documentation

All documentation related to workplace violence or harassment reporting or investigation will be kept in locked files in the People and Culture office.

Program

This Respectful Workplace program articulating the specific steps for reporting and investigating claims is maintained in the HR Procedure Manual 2021 and posted at all sites. The Respectful Workplace program is reviewed annually by the Executive Director. All employees receive training on how to identify and report workplace harassment or violence.

References

HR Policy

- 2.01 Code of Conduct
- 3.07 Successful Performance Recovery

HR Procedure Manual 2021
Respectful Workplace

Section Two: ORGANIZATIONAL PROTOCOLS
2.03 Anti-Racism/Anti-Oppression

Statement

CCS recognizes and values differences in race, ethnicity, gender identity and gender expression, ancestry, place of origin, colour, citizenship, religion/spirituality, sexual orientation, age, marital status, family status, political affiliation, ability and Aboriginal identity. We also acknowledge members from these communities have not been treated equally and have encountered barriers that hinder equal access within employment and in receiving programs and services.

CCS does not tolerate racism, prejudice or any form of discrimination, either explicit or implicit. We are committed to racial equality in employment and service delivery. We foster an environment where all employees and clients are treated with dignity and respect.

Issues of power and privilege and underlying, often unspoken, ideologies of domination and subordination often reinforce and maintain our organizational hierarchies, even when actors change.

We will work towards confronting and eliminating discriminatory or racist incidents and behaviour at the individual, organizational and societal level.

Any violation of this policy may be subject to disciplinary action, up to and including termination of employment in accordance with our successful performance recovery policy.

Applicability

This policy applies to all CCS employees, students, volunteers and Board Members. It applies to any location in which work-related activities occur, whether or not they are a recognized CCS site.

Definitions

Racism: Racism is a system of interconnected and mutually reinforcing institutional, cultural and individual beliefs and practices that privilege people based on race. Racism confers benefits some people based solely on skin colour. Racism oppresses people from racialized communities, denies their human rights and dignity and curtails full participation in political, economic and social communities.

Discrimination: The act of judgment or treatment of individuals, both explicitly and implicitly, based on an identifiable or assumed social identity or categorization (e.g. – race, sexual orientation, age, disability, class, etc.). Assumptions about the nature and meaning of a social identity are frequently based on false and oppressive beliefs. This results in differential treatment of people and perpetuates social and class distinctions that grant privilege to the power group and deny equity and equality.

Oppression: Power used by a socially defined dominant group to establish control over a non-dominant group and perpetuate an unjust distribution of societal power and resources. The dominant group takes the authority to define social values and norms that privilege themselves while silencing, suppressing and excluding the participation of non-power groups. Over time, the use of oppressive power becomes normalized and invisible.

Unconscious bias (also known as implicit bias): Judgments and behaviors toward others that we're not aware of, that drive decision making, interactions, and behaviours. CCS recognizes that unconscious bias exists, and CCS expects employees to embrace and engage in self-reflection and a commitment to confronting and eliminating the impact of unconscious bias in their decision-making.

Microaggression: A statement, action, or incident regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalized group such as a racial or ethnic minority. Indirect, subtle, or unintentional discrimination against members of a marginalized group.

Training

All employees of CCS will receive training in Anti-Oppression/ Anti-Racism as a part of their onboarding process. All employees will review and acknowledge the Anti-Oppression/Anti-Racism statement embedded into the employee code of conduct.

AO/AR Committee

CCS will assemble and dedicated resources toward an Anti-Oppression/Anti-Racism Committee, who will create a safe space for courageous conversations confronting racism, ableism, oppression and discrimination, and to forging a path forward to ensure a workplace free of inequity. CCS will review and, wherever possible, implement the recommendations of this committee.

Corrective Action

CCS recognizes a distinction between explicit/intentional racism, discrimination and oppression, and implicit/unconscious bias manifested in micro aggressions.

CCS has a zero-tolerance approach to explicit expressions of racism, discrimination or oppression, and any violation in this capacity is considered unacceptable conduct, and will be investigated and resolved in accordance to our Successful Performance Recovery plan.

CCS also recognizes that microaggressions, even when unintentional, cause harm and create a climate that results in unequal experience of work for racialized or marginalized groups. CCS is committed to identifying and addressing microaggressions as a learning moment for an individual. All staff are encouraged to have courageous conversations with one another directly, and to address microaggressions when they are experienced or witnessed. In the event that an employee does not feel comfortable addressing behaviour, it can be reported to a member of the AO/AR Committee, a member of the CCS Leadership Team, or to People and Culture.

Once reported, the person will receive a documented coaching regarding the incident, and will be made aware of why the behaviour and/or comments were oppressive in nature. CCS recognizes that, particularly in our highly diverse culture, employees need to be given guidance and afforded the opportunity to learn, and unintentional violations will be forgiven. However, it is an expectation that all employees embrace the values of CCS and commit themselves to interacting a way that aligns with an anti-racism/anti-oppression framework. Repeated microaggressions, or an unwillingness to embrace learning and improvement in this area will result in successful performance recovery.

References

HR Policy

- 2.01 Code of Conduct
- 2.02 Respectful Workplace
- 3.07 Successful Performance Recovery

HR Procedure Manual 2021
Respectful Workplace

Original Date:	11/1999
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Revised:	08/2009
Revised:	06/2015
Revised:	07/2019
Revised:	07/2021

Section Two: ORGANIZATIONAL PROTOCOLS

2.04 Privacy and Confidentiality

Statement

CCS is committed to protecting the privacy and confidentiality of the personal information of its employees, volunteers, clients and other stakeholders. The highest standard of discretion should always be exercised with regard to agency, employee or client information.

CCS regularly collects and uses personal information from its staff, clients, volunteers, and others who are involved and/or interested in the organization. CCS is committed to ensuring that all stakeholders are informed regarding how their personal information is used, maintained and with whom it is shared. CCS does not sell or trade any personal information regarding its staff, clients, volunteers, or other stakeholders.

CCS is responsible for maintaining and protecting the confidentiality of the personal information under its control. All employees, volunteers, students, and others have a responsibility to ensure that any personal information they collect is safeguarded and only used for the purposes identified at the time of collection.

CCS ensures that all personal information and personal health information is clearly and comprehensively managed, in accordance with the Personal Health Information Protection Act ("PHIPA") and the Personal Information Protection and Electronic Documents Act ("PIPEDA").

Access

CCS maintains strict control over access to personal information. We do not disclose personal information without informed consent, unless required to by law. The expectation of confidentiality is outlined in all CCS employment contracts.

Consent

At the time when personal information is collected, the individual will be informed of the reason it is being gathered and how it will be used. CCS clients, employees, volunteers, students and other stakeholders provide consent for CCS to use their information through implied or express consent. All parties may opt to withdraw their consent for CCS to collect and use their personal information at any time subject to

contractual and legal restrictions. If this results in limitations regarding the individual's employment, or the services they are able to access through CCS, those limitations will be disclosed so that the individual can make an informed decision regarding whether or not they wish to withdraw their consent.

Employee Files and Information

A confidential employee file shall be maintained for all CCS employees, in accordance with the guidelines of PIPEDA. Access to employee files is limited to the employee, their direct supervisor, their Director and Executive Director. The Director, People and Culture is responsible for maintaining the employee files and ensuring their security.

An employee may request to view their file in the presence of a member People and Culture department at any time.

Employees may request copies of materials from their employee file from the People and Culture department. Such request should be made in writing to the Director, People and Culture, stating exactly which materials they would like copies of, and the purpose of the request.

Obsolete or out of date materials may be removed from the files at the agency's discretion. CCS maintains employee files for a minimum of seven years following termination of employment.

Client Files and Information

Many of CCS' funding agreements require that the agency gather personal information of the clients served and report them on a regular basis. All personal information is safeguarded in the following ways:

- Employee's offices are kept locked when unoccupied. Physical information is kept locked in secure filing cabinets/desk drawers. Office locations are kept locked and alarmed outside of business hours.
- Electronic information is maintained on CCS computers, which are password protected. All computers are equipped with up to date firewall protection to help protect against unauthorized access.

Confidentiality

All employees review and sign a Confidentiality Agreement during the onboarding process, and are expected to exercise the highest standard of discretion with regards to agency, employee or client information. Failure to respect the confidentiality agreement may result in performance recovery action up to and including termination.

References

HR Policy
2.01 Code of Conduct

Original Date: 11/1999
 Revised: 11/2003
 Revised: 10/2009
 Revised: 06/2015
 Revised: 07/2017
 Revised: 07/2021

Section Two: ORGANIZATIONAL PROTOCOLS

2.05 Employee Conflict Resolution

Statement CCS strives to ensure that all employees can relate to each other free of conflict, and that employees’ conflicts are handled fairly and effectively in order to maintain a positive work environment.

Applicability This applies to all employees.

Informal Conflict Resolution Process Employees who experience a work-related dispute should first attempt to resolve the issue with the other party(s) involved. In the case where they are unable to reach a resolution, the employee shall discuss the matter with their supervisor. In some situations, this may be difficult or inappropriate. In these cases, the employee may request a meeting with the Director, People and Culture to discuss the problem.

Formal Conflict Resolution Process If the dispute was not resolved through the informal process, employees can initiate a formal dispute resolution process. Employees must prepare a written summary, with supporting details, of the conflict situation or grievance and submit it to the supervisor, or to the People and Culture department. The written complaint should include information about:

- The nature of the dispute
- Background circumstances
- The remedy sought

The supervisor shall mediate between the parties involved and seek a mutually amicable resolution. If the matter is not resolved by the supervisor, the employee may present the issue to the Director, People and Culture, who shall mediate and seek a resolution.

If the matter is not resolved by the Director, People and Culture, the employee may present the issue to the Executive Director who shall mediate and seek a resolution. All decisions by the Executive Director shall be final.

If an employee has a dispute with the Executive Director or her/his actions, the following steps should be taken:

1. Employee to bring the concern to the attention of the Executive Director directly within 10 business days of the event in question.
2. In the event that this does not achieve a satisfactory resolution, the employee may make an appeal to the Executive Director in writing.
3. The Executive Director will respond to the appeal in writing within 15 business days. This response will contain the mailing address and/or e-mail address of the Chair of the Board of Directors, to whom the employee may direct the issue, should they not be satisfied with the Executive Director's response.

The Chair of the Board may elect to review independently, or to engage the Board HR Committee in the conflict resolution.

All decisions by the Board Chair, or the Board HR Committee will be final.

References

HR Policy

- 2.01 Code of Conduct
- 2.02 Respectful Workplace
- 2.06 Employee Grievance

Original Date: 11/1999
 Revised: 11/2003
 Revised: 10/2009
 Revised: 06/2015
 Revised: 07/2017
 Revised: 07/2021

Section Two: ORGANIZATIONAL PROTOCOLS
2.06 Employee Grievance Policy

Statement

CCS is committed to ensuring that all employees are treated fairly with respect to application of policies.

Any employee who feels that an organizational policy has been applied improperly, or that a decision affecting them is unjust or inequitable may initiate a formal grievance procedure in order to resolve the issue.

Applicability

This applies to all CCS employees.

Procedure

An employee shall not be considered to have a grievance until they have first discussed the matter with their immediate supervisor and given the supervisor an opportunity to address the situation. This conversation must take place within 10 working days of the event which is giving rise to the complaint, unless in extraordinary circumstances. Failing resolution of the matter at this stage, the employee may then opt to initiate a formal grievance.

Step One

The employee should present the matter in writing to their direct supervisor. The supervisor shall attempt to resolve the issue and reply in writing to the employee within 10 working days. In cases where the grievance is against the supervisor, the employee may present the matter to the Director, People and Culture.

Step Two

If the matter is not resolved to the employee's satisfaction by the direct supervisor, the employee may present it, in writing, to the Senior Manager or department Director. The department Director will attempt to resolve the issue and will respond in writing within 10 working days.

Step Three

If the matter is not resolved by the department Director, the employee may present it, in writing, to the Executive Director. The Executive Director shall conduct the necessary investigation and reply to the employee in writing within 15 working days.

At any time during these first three stages, either party or the Executive Director may request that the Director, People and Culture be engaged to support mediation/conflict resolution.

Step Four

If the matter is not resolved by the Executive Director, the employee may present it, in writing, to the Chair of the Board of Directors, who may choose to review independently or to share the grievance with the members of the Human Resource Committee. The Board Chair or the Board Human Resource Committee will review all documentation, including the written response of the Executive Director and provide a decision in writing within 30 working days. The decision of the Board Chair or the Board Human Resource Committee shall be final.

Sensitive/Confidential Matters

In the event that a grievance concerns matters of a sensitive or confidential nature, it may be brought directly to the Director, People and Culture or to the Executive Director, bypassing the direct supervisor and department Director.

Executive Director

If the grievance involves the Executive Director, the employee is encouraged to first discuss the issue with the E.D. This conversation must take place within 10 working days of the event which is giving rise to the complaint, unless in extraordinary circumstances. Failing resolution of the matter at this stage, the employee may then opt to initiate a formal grievance in writing, submitted to the Executive Director and the Director, People and Culture. In the event that a grievance concerns matters of a sensitive nature, it may be brought directly to the Director, People and Culture.

The Director, People and Culture will conduct an investigation if necessary, and where appropriate, may support a mediated discussion between the ED and the employee.

The Director, People and Culture will document the outcome in writing and provide it to the employee and the ED within 15 working days. That documentation will provide the contact information of the Board Chair, and outline the appeal process, should the employee wish to exercise it.

In the event that the above process fails to reach a satisfactory resolution, the employee may make appeal to the Chairperson of the Board of Directors. Grievances received by the Chairperson of the Board will be reviewed by the Chairperson or a designated Board Member, along with documentation of any

investigation or mediated discussion, for review and decision. The Board will provide their decision in writing within 30 working days of the receipt of the grievance. The decision of the Board shall be final.

External Communication

CCS would appreciate the opportunity to respond to and resolve all complaints prior to any external agency becoming involved, however this does not preclude an employee’s ability to exercise their legal rights as may be appropriate.

At no point shall an employee seek resolution of a complaint through contact with a CCS funder, as this may have broader implications for the agency outside of the grievance process, including an impact on future funding.

References

HR Policy

- 2.01 Code of Conduct
- 2.05 Employee Conflict Resolution

Section Two: ORGANIZATIONAL PROTOCOLS
2.07 Accessibility for Ontarians with Disabilities

Statement	<p>In fulfilling our mission, CCS strives at all times to provide its services in a way that respects the dignity and independence of people with disabilities.</p> <p>CCS makes all reasonable efforts to ensure that its policies, practices and procedures are consistent with the following four principles:</p> <ul style="list-style-type: none">• Dignity• Independence• Integration• Equal Opportunity <p>CCS is committed to excellence in serving all clients, including people with disabilities, and we will carry out our functions and responsibilities in a way that supports the dignity and independence of all clients.</p> <p>CCS is committed to being an equal opportunity employer, and to making reasonable accommodations to support the success of all job candidates and employees with disabilities.</p>
Purpose	<p>The purpose this policy is to fulfill the requirements set out in the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) with respect to customer service, employment, communication and facilities.</p>
Applicability	<p>This policy applies to all CCS employees.</p>
Communication	<p>CCS is committed to meeting the communication needs of people with disabilities. When asked, we will provide information and communications materials in accessible formats or with communication supports. This includes publicly available information about our services and facilities, as well as publicly available emergency and safety information.</p> <p>CCS will consult with people with disabilities (clients, employees, volunteers) to determine their information and communication needs. CCS will ensure existing feedback processes are accessible to people with disabilities upon request.</p> <p>CCS ensures its website and content conform with Web Content Accessibility Guidelines 2.0, Level AA.</p>

Telephone Services	<p>CCS is committed to offering accessible telephone service to its clients. CCS trains employees to communicate with clients over the telephone in clear and plain language, and to speak clearly and slowly. CCS offers to communicate with clients through email, relay services and/or in writing if telephone communication is not suitable to their communication needs or is not available.</p>
Assistive Devices	<p>CCS is committed to serving people who need assistive devices to obtain, use or benefit from our services. We will make all reasonable accommodations to support people with assistive devices.</p>
Use of Service Animals And Support Persons	<p>CCS is committed to welcoming people with disabilities who are accompanied by a service animal. CCS will also ensure that all employees, volunteers and others dealing with the public are properly trained in how to interact with people with disabilities who are accompanied by a service animal.</p> <p>CCS is committed to welcoming people with disabilities who are accompanied by a support person. Any person with a disability who is accompanied by a support person will be allowed to enter CCS's premises with his or her support person. At no time will a person with a disability who is accompanied by a support person be prevented from having access to his or her support person while on our premises.</p>
Notice of Temporary Service Disruptions	<p>CCS will provide clients with notice in the event of a planned or unexpected disruption in the facilities or services usually used by people with disabilities. This notice will include information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if available.</p> <p>The notice will be placed on our website, and by broadcasting a message by telephone.</p>
Training for Employees	<p>CCS will provide training to all employees and direct service volunteers who deal with the public or other third parties on their behalf, and all those who are involved in the development and approvals of customer service policies, practices and procedures.</p> <p>All current employees and board members are trained. New employees, board members and volunteers will receive training within four (4) weeks of joining CCS.</p>
Employment	<p>CCS is committed to equity in employment. Our goal is a diverse and inclusive workforce that reflects the communities that we serve. We seek to attract and retain individuals who will work together to create and sustain a vibrant, healthy, safe and caring community.</p>

We will notify the public and staff that, when requested, we will accommodate disabilities during recruitment and assessment processes and when people are hired.

CCS recognizes and appreciates the employer's duty to accommodate an individual's needs in order to provide a healthy, safe and accessible work environment. We are committed to providing reasonable accommodation across all aspects of employment including, but not limited to, recruitment, selection, training, promotion, transfers, work arrangements, compensation and benefits, and termination of employment.

If an employee requires an individual accommodation plan, they will make that request to their immediate supervisor, who will partner with the People and Culture department to identify the specific need and finalize a plan (see HR Procedure Manual 2021, Workplace Accommodation).

Depending on the accommodation request, supporting medical documentation from the employee's health care practitioner may be required.

If needed, CCS will create an individual accommodation plan and/or workplace emergency information for any employees who have a disability.

Our performance management, career development, redeployment, and return-to-work processes will consider the accessibility needs of employees with disabilities.

Design of Public Spaces

CCS will meet the Accessibility Standards for the Design of Public Spaces when building or making major modifications to public spaces. Public spaces including:

- Service-related elements like service counters, fixed queuing lines and waiting areas
- Outdoor paths of travel, like sidewalks, ramps, stairs, curb ramps, rest areas and accessible pedestrian signals
- Accessible off-street parking
- Outdoor public eating areas like rest stops or picnic areas

References

HR Policy
3.02 Recruitment and Selection
HR Procedure Manual 2021
Workplace Accommodation

Original Date:	11/1999
Revised:	11/2003
Revised:	07/2009
Revised:	06/2015
Revised:	07/2017
Revised:	07/2019
Revised:	07/2021

Section Three: EMPLOYMENT AT CCS

3.01 Categories of Employment

Statement

The following details the general categories of employment at CCS. For all CCS employees, continued employment is subject to the financial circumstances and service delivery contracts secured by the agency. All employees will have details of their terms and conditions of employment outlined in their employment contract. Should any discrepancy exist between the employment contract and this policy, the employment contract shall be deemed correct.

Permanent Employees

Permanent employees may be full or part-time. Full-time, permanent employees work 35 hours per week, are paid on an annual salary basis, and are employed for an indefinite period of time. Full-time permanent employees are eligible for all CCS benefits after completing the probationary period unless stated otherwise in their employment contract. Part-time, permanent employees working less than 35 hours per week are paid on an annual salary basis and are employed for an indefinite period of time. Part-time employees who are eligible for CCS benefits will have them calculated on a prorated basis, unless stated otherwise in their employment contract. Part-time employees may be eligible for CCS group health benefits depending on stipulations by the group policy holder.

Contract Employee

A contract employee is employed for a finite period of time, either on a full-time or part-time basis.

Contract employment is subject to the terms and conditions of the individual employment contract, which shall outline the duration of employment and other conditions. Contract employment maybe long-term (one year or longer) or short-term (less than one year). Contract employees are eligible for statutory benefits as outlined in the *Employment Standards Act, 2000*. Short-term contract employees do not meet the eligibility requirements to participate in CCS' group benefits plan. In cases of long-term contract, or in cases of multiple, continuous short-term contracts exceeding one-year, individual employees may be deemed eligible for group benefits, with the approval of the Executive Director or designate.

Mandatory Shut-Down Periods

Some programs may have mandatory shut-down periods in accordance with program partner's operating hours, or with

funder specifications. In the event the program’s mandatory shut-down results in annual hours of less than the standard eligibility requirement, an employee’s eligibility for benefits will be reviewed.

Casual Employees

A casual employee is employed on an “on-call” basis, with no expectation of regularly scheduled hours. Their hours of work and duration of assignment will vary with the needs of the agency. Casual employees are only entitled to statutory benefits prescribed by the *Employment Standards Act, 2000*.

Seasonal Employees

From time-to-time CCS may hire Seasonal Employees (such as summer students) who will work for a typically short, discrete period of time. Seasonal employees’ hours of work and duration of assignment will vary with the needs of the agency. Seasonal employees are entitled to statutory benefits prescribed by the *Employment Standards Act, 2000*.

Related Sections

HR Policy

3.02 Recruitment and Selection

3.04 Compensation and Benefits

Section Three: EMPLOYMENT AT CCS

3.02 Recruitment and Selection

Statement

CCS recognizes that a critical element to Agency success involves ensuring the highest caliber of talent, with the knowledge, skills and competencies required to perform successfully in each role at the agency. All positions at CCS are competitively awarded in accordance with the bona fide requirements of the position. CCS recruits, engages, and seeks to retain highly qualified people who will adhere to the mission of CCS and fit well within its culture. CCS's recruitment efforts focus on securing "the right person, in the right job, doing the right activity".

Equal Opportunity

Consistent with the *Ontario Human Rights Code*, CCS will not engage in or tolerate discrimination with regard to employment decisions or at any time during the employment relationship.

CCS will comply with provisions contained in the *Accessibility for Ontarians with Disability Act, 2005 (AODA)* and the *Integrated Accessibility Standards Regulation* made under the AODA. Accommodations will be made available for persons with disabilities as requested throughout the hiring process.

All staff will be hired, evaluated and promoted in a fair and equitable manner. Decisions about employment will be made based on criteria such as the skills, knowledge, abilities, competencies and education required to perform the job.

All CCS positions require that the employee is legally eligible to work in Canada, either by virtue of status or a valid work permit. It is the employee's responsibility, with support from the Agency, to ensure their work permit is maintained and renewed as required.

Job Postings

Approved vacancies are communicated through job postings. Depending on the nature and/or duration of the positions, a job posting may be posted internally only or both internally and externally.

CCS strives to attract and develop top talent within the Agency. When reasonable to do so, eligible internal candidates will receive preferential consideration for promoted roles. In some

circumstances, it is appropriate for an internal candidate to be placed into a role without a job posting/hiring competition. The following represents examples of when this may occur (note, this is not an exhaustive list):

- An employee returning from a leave of absence.
- An employee has been in the role on a part-time basis or in a finite contract, and they are offered the same position on a contract extension, full-time hours, or in a permanent capacity.
- There is an identified internal candidate seconded into a short-term contract for the purpose of career development.

Any decision to hire a vacancy (short-term or long-term) without a hiring competition must be approved by the Executive Director or designate.

Selection Process

The recruitment/selection process outlined in the HR Procedure Manual (2021) will be followed for all CCS vacancies in order to ensure a legislatively compliant, consistent and fair hiring process.

Internal Candidates

All positions at CCS, whether filled with an internal or external candidate, will be hired through an interview process. CCS is committed to the ongoing growth and development of its employees. Where there is an eligible, qualified internal candidate for a position, the internal candidate will be given preferential consideration in comparison to external candidates. When evaluating the promotion or lateral move of an internal candidate, both the candidate's readiness and the organizational impact of the move are considered. Any time qualified candidate is declined as a result of the organizational impact (CCS cannot afford to release the candidate from their current position), the decision must be reviewed/approved by the Director, People and Culture and the department Director or the Executive Director.

Hiring of Friends and Relatives

CCS will not hire relatives or close personal friends of persons currently employed by the agency for any position in the same department or program within the organization. This includes all full-time, part-time, permanent, contract, casual and summer student positions.

Failure to disclose a familial relationship with another employee shall be considered a Conflict of Interest, and may result in termination of employment for one or both of the employees.

Reference Checks

Once a candidate has been selected, a minimum of two reference checks will be conducted.

Criminal Reference Checks

In addition to employment related reference checks, criminal reference checks, credit checks, or vulnerable sector checks may be required, as detailed in the HR Procedure Manual (2021).

Health Certification

Some CCS programs require employees provide a medical certificate indicating they are free from TB or other diseases, as mandated by funders, governing bodies or partner agencies. This information must be provided upon acceptance of an offer of employment.

Probationary Period

All CCS employees are subject to a six-month probationary period when they are first hired, or when hired into a new position within the agency. Short-term contract positions with less than 6-month duration are subject to a three month probationary period.

CCS may terminate employment at any time during the probationary period. If terminated within the first 90 days, the employee is not eligible to receive termination pay. If terminated between 90 days and 6 months, the employee shall receive one week's pay in lieu of notice.

Probationary employees shall not be considered for any internal position vacancies.

While on probation, employees are entitled to all statutory benefits as required by the *Employment Standards Act, 2000*. Employees may make use of their Discretionary Days while on probation. Where applicable, paid vacation time will accrue. Probationary employees may take accrued vacation during their probation period, but may not take advance vacation credits.

References

HR Policy

- 2.01 Code of Conduct
- 2.06 Accessibility for Ontarians with Disabilities
- 3.01 Categories of Employment

HR Procedure Manual 2021
Recruitment and Selection

Section Three: EMPLOYMENT AT CCS**3.03 Professional Development**

Statement	<p>CCS promotes a workplace of continual learning and professional growth. In support of this, CCS offers in-house training and professional development opportunities.</p> <p>CCS supports continuous learning and professional growth by providing paid time away from work or reimbursement of some training expenses when the training is directly related to the employee's job responsibility. Reimbursement of training expenses is dependent on the availability of funds, the ability to maintain program services, and the performance history of the individual employee.</p>
Applicability	This applies to all employees.
Approval	All professional development opportunities must be approved by CCS and will be based on funding, ability to maintain services, the relevance to the employee's present position, and the individual's work performance.
Mandatory Training	Employees are expected to attend all scheduled mandatory training as identified for their role. Some positions within CCS require certifications (i.e. First Aid/CPR) and individuals are hired conditional on their ability to provide valid certification at the time of hire. CCS does not compensate individuals at the time of hire for completing the required training or attaining certifications that are outlined as a condition of employment.
Compensation for Training Time	<p>Once employed by CCS, employees are compensated at their regular rate for attending training that is considered mandatory, required by CCS (including re-certification) as an expectation of their role.</p> <p>In some circumstances, CCS may extend an opportunity for training that is not considered a requirement of an employee's current role, but is a learning opportunity to support the employee's individual professional development. In those circumstances, there is no consequence to the employee for not accepting the offer to attend training, and CCS is not responsible for compensating the employee for time spent at the training should they choose to attend.</p>

Employee Initiated Training
Professional Dues / Memberships

Some positions may require employees to maintain membership in professional organizations and/or attending regular training sessions to ensure skills are kept current. CCS does not cover the cost of employee's professional memberships or dues. Exceptions to this may be made at the sole discretion of the Executive Director.

References

The process for applying for educational reimbursement is detailed in the People and Culture Procedure Manual 2021.
HR Policy
3.06 Performance Evaluations

Section Three: EMPLOYMENT AT CCS

3.04 Compensation and Benefits

Statement CCS is committed to compensating staff in a fair and equitable manner, which recognizes effort, responsibility, commitment, skill level and labour market conditions. The agency compensation structure and budget is approved by the Board of Directors.

Funder Limitations All work performed by CCS employees is funded by funder contracts. As part of the contracting process, CCS makes every effort to negotiate salary adjustments with funders in order to support equality across the agency. However, CCS is bound by the requirement to maintain a balanced budget within the confines of funding agreements.

Pay Periods All employees, regardless of status, are paid by direct deposit through the CCS payroll process. Employees are paid on a bi-weekly basis in accordance with the payroll schedule.

Group Benefits CCS strives to make group benefits available to all eligible employees and as such makes every effort to negotiate the provision of group benefits with program funders. In all cases, CCS is restricted to its funding agreements and may not be able to offer group benefits to all employees. An employee's eligibility for benefits coverage will be stated in their employment agreement where applicable.

Eligibility for enrolment in, and the contents of, the group benefit plan is subject to requirements determined by the provider and may change from time-to-time.

Group Benefit Eligibility Subject to the terms negotiated with the benefits provider, all permanent employees, employees on long-term contracts or continuous multiple short-term contracts exceeding one year, and LINC contract employees who work 15 hours or more per week are eligible to participate in the group benefits plan. To be eligible for Long Term Disability (LTD) coverage, employees must work a minimum of 28 hours per week, as per the provider's requirements.

Probationary employees and short-term contract employees are not eligible for enrolment, unless otherwise stipulated in the

employment contract, subject to the approval of the Executive Director or designate.

All eligible employees must enroll in the CCS group benefits plan upon successful completion of their probation.

Pension Plan

CCS views the agency's contributions to a retirement plan as an integral component of its employees' total compensation plan.

Effective January 1, 2021, CCS has joined the Colleges of Applied Arts and Technology (CAAT) Pension Plan offered through Catholic Charities.

Pension Eligibility

All active, full-time permanent employees are required to participate in the CAAT pension plan upon their hire date with CCS. Participation for part-time, permanent employees is optional.

Employees who are employed or continue to be employed after November 30th of the year in which they turn age 71 are no longer eligible to contribute to the CAAT Pension Plan, and must start collecting their pension, even if they continue to work.

Pension Contributions

Employees are required to invest in themselves by contributing a portion of their salary (between 1% - 5%, depending on their hire date). CCS will contribute on behalf of each employee to a maximum of 5%.

Employee contributions must be made through CCS' payroll deduction program.

Total Compensation Review

CCS will continue to monitor the total compensation package, including base salary grid, group benefits and the pension plan, to ensure market competitiveness and maximum value for our workforce. The total compensation plan is subject to change from time-to-time.

References

HR Policy

3.01 Categories of Employment

HR Procedure Manual 2021

Job Evaluation and Compensation Analysis

Employee Group Benefits

CAAT Pension Plan

Section THREE: EMPLOYMENT AT CCS

**3.05 Reimbursement for Travel and Other Employment
Related Expenses**

Statement	<p>Employees who are required to travel from site-to-site as part of their duties while employed by CCS shall be reimbursed for mileage when using their own vehicle, or for the cost of public transportation.</p> <p>Restrictions may be placed on the total amount of travel available for disbursement depending on funding and other constraints.</p> <p>Employment related expenses incurred by an employee will be reimbursed upon submission of the original receipt and the approval of the employee’s direct supervisor. Approval must be sought and received in advance of the purchase.</p>
Applicability	<p>This applies to all employees.</p>
Reimbursement Rate	<p>The reimbursement rate per kilometre shall be periodically reviewed and determined by the agency.</p>
Standard Mileage	<p>CCS has developed a standard mileage chart for travel between CCS locations based on the most direct travel route between two points.</p> <p>While employees may elect to use alternate routes when travelling, they will not be reimbursed for mileage in excess of the standard.</p>
References	<p>Financial Procedures User’s Manual 17.1 Travel Expenses Procedures</p>

Original Date: 11/1999
 Revised: 11/2003
 Revised: 08/2009
 Revised: 06/2015
 Revised: 07/2017
 Revised: 07/2021

Section Three: EMPLOYMENT AT CCS
3.06 Performance Evaluations

Statement

CCS expects its employees to perform to the best of their abilities and in satisfaction of the goals and objectives agreed upon from time to time, as assessed by CCS in its discretion.

It is the responsibility of leadership to ensure specific performance expectations are clearly communicated to employees. Reasonable training, instruction, and supervision will be provided to assist employees in obtaining these goals and objectives.

All employees will receive the benefit of ongoing feedback and coaching from their leaders throughout the year. Additionally, all employees receive an annual performance evaluation, in line with CCS's performance cycle.

Applicability

This applies to all employees.

Purpose

The purpose of performance evaluations is to:

- Establish clear, measurable, role-specific objectives at the beginning of each year that clarifies expectations;
- Provide a forum for open discussion of individual strengths and identification of areas where improvement is needed;
- Provide a formal assessment of the employee's ability to meet the expectations of their position;
- Provide an opportunity for the employee and direct supervisor to set goals for the upcoming year;
- Provide an opportunity to discuss professional development and career plans;
- Recognize the employee's contributions and successes.

Evaluation Schedule

The employee will be evaluated twice during the probationary period, once at three months and again at six months following commencement of employment.

Subsequent to the probationary period, employees are evaluated on an annual basis, in alignment to the CCS fiscal year, using the format provided by the People and Culture

department. All performance evaluations include an employee self-evaluation, a manager evaluation and are discussed in a meeting (ideally in person, or over video conferencing where geography prohibits an in-person meeting).

When an employee changes position mid-cycle, through either a lateral move or a promotion, their direct supervisor reviews their performance in the previous position as part of the transition into a new role. Their eligibility for a review in the following performance cycle will depend on their tenure in the new role at the time of the performance appraisals, as communicated annually by People and Culture.

Signatures

The performance evaluation form must be signed by the employee, the direct supervisor and the Director or Executive Director, as appropriate.

The employee's signature indicates that they are aware of the contents of the performance evaluation and that they participated in the process. It does not necessarily indicate agreement with all aspects of the evaluation.

Disagreement

In the event that an employee disagrees with any aspect of their performance evaluation, they have the right to summarize their disagreement in writing, which shall be attached to the performance evaluation form and kept in the employee's personnel file.

Registering a disagreement with any aspect of the evaluation, does not change the content of the evaluation.

An employee may elect to appeal the review by submitting an appeal in writing to the Director, People and Culture. Any changes to the review as a result of the appeal must be approved by the Director, People and Culture and by the department Director, or by the Executive Director.

Employee Copy

The signed original of the final evaluation and any attachments will be maintained in the personnel files and copies provided to the employee.

References

HR Policy

3.02 Recruitment and Selection

3.03 Professional Development

3.07 Successful Performance Recovery

HR Procedure Manual 2021

Performance Evaluations

Section Three: EMPLOYMENT AT CCS**3.07 Successful Performance Recovery****Statement**

CCS expects a consistent and satisfactory level of performance from all employees. In circumstances where performance expectations are not met, this policy provides guidelines to achieve fair and equitable treatment of all employees through a progressive discipline/performance recovery process. The intent of successful performance recovery, through every stage of the process, is to support employees in making changes and improvements as required regarding unacceptable conduct or work performance.

As a guideline, this policy is not all-inclusive. Rather, it is intended to establish recommended procedures for dealing with employee conduct or work performance that does not meet the Agency standards.

This policy and process is designed to ensure that all employees benefit from clearly defined performance expectations, and clear and specific feedback when they are not meeting the Agency's standards. Additionally, this policy supports a progressive, clearly defined performance recovery process to support an employee in achieving success in their role, and offers clarity for the process by which performance-based termination may occur.

Applicability

This applies to all employees who are employment for 90 days or more.

Employee Input

In all situations, prior to a performance recovery process being initiated, a leader will have a "seek to understand" conversation with an employee to ensure they have all information required to assess a situation. Following the seek to understand conversation, if it is deemed that a performance recovery process is appropriate, the leader will follow the steps and utilize the document templates provided in the HR Procedure Manual, 2021.

Performance vs. Conduct

The CCS Successful Performance Recovery program distinguishes between Unsatisfactory Performance and Unacceptable Conduct.

Unsatisfactory performance is the failure or inability of an employee to perform assigned duties to the standards set by the Agency.

The steps of successful performance recovery in the event of unsatisfactory performance are:

1. Documented Coaching (Verbal Warning)
2. First Written Warning
3. Final Written Warning
4. Termination

Unacceptable conduct is conduct or behavior that places the agency at risk and is significant enough to warrant expediting the successful performance recovery process. There are two categories of unacceptable conduct:

1. Serious Misconduct
2. Gross Misconduct

For violations involving serious misconduct, an employee is given a final written warning for the first offence, and is terminated if the conduct is repeated.

For violations involving gross misconduct, the behavior is deemed egregious enough to warrant termination for cause.

A detailed articulation of the behavior defined as serious or gross misconduct is found in the HR Procedure Manual 2021 (Successful Performance Recovery Program).

Suspension

In certain situations involving unacceptable conduct or unsatisfactory performance, CCS may, at its discretion, impose a temporary suspension in conjunction with the issuance of a Final Warning. Suspensions will be administered at the Agency's discretion and will be dependent on a number of factors potentially including, the severity of the misconduct, the risk of client safety, the employee's history of prior discipline, and other relevant circumstances.

Temporary suspension may also be used in potentially sensitive circumstances (i.e. workplace violence or harassment, etc.) to remove employees from the premises until a prompt investigation is completed and it can be determined what performance recovery should be taken. A temporary suspension should not exceed 5 scheduled work shifts. Temporary suspensions are unpaid. If an employee is cleared of any wrong doing through the investigative process, the employee would be paid retroactively to the date of suspension, based upon his or her regularly scheduled hours. If

the investigation results in any performance recovery action, the suspension would be unpaid.

Approval of the Director, People and Culture or the Executive Director is required prior to placing an employee on temporary suspension.

Impact

Employees on an active Performance Recovery Plan for unsatisfactory performance or unacceptable conduct are not eligible to apply for a lateral transfer or a promotion. Employees on an active Performance Recovery Plan are not eligible for an annual salary increase. Exceptions to this may be made only with the approval of the Executive Director.

Termination

Failure to respond to corrective action with regard to behaviour or job performance may lead to termination of employment. The final decision to terminate an employee rests with the Executive Director.

Independent Application

While CCS strives to ensure consistency in its practices around disciplinary matters, each situation shall be considered independently. Issuing or failure to issue a disciplinary measure in one circumstance shall not have any bearing on any other situation at any other time.

References

HR Policy

- 3.02 Recruitment and Selection
- 3.04 Compensation and Benefits
- 3.06 Performance Evaluations

HR Procedure Manual 2021

Successful Performance Recovery

Section Three: EMPLOYMENT AT CCS
3.08 Work from Home

Statement: CCS recognizes that there may, on occasion, be extenuating circumstances when employees work at home or telecommute for a short-term arrangement.

All arrangements are made in advance on a case-by-case basis, focusing on business needs. It is not possible to offer working from home to all employees as the requirements of some jobs will not be suitable for such arrangements.

Working from home or telecommuting is an alternative work arrangement agreed upon between the employee and their direct Supervisor. This is a business arrangement and not a benefit or entitlement. Telecommuting must not adversely affect the delivery of customer service, employee productivity, or the progress of individual or team assignments.

Considerations Serious consideration will be given to any such requests and a decision regarding the suitability of working at home will take into account all relevant circumstances, including:

- a. The role of the employee
- b. The availability of telecommuting equipment and resources
- c. The coverage of the department
- d. The employee's prior history of productivity off-site
- e. Is Client Services Impacted

Work from home decisions are at the discretion of the direct Supervisor. In cases where the immediate supervisor approves a work-from-home arrangement, it is the responsibility of the direct Supervisor to ensure consistent department coverage and service delivery standards at no additional expense.

CCS reserves the right to withdraw approval for working from home at any time, if in the direct Supervisor's view it is no longer in the best interest of CCS, or if the arrangement is being abused.

Should an employee fail to be responsive or available in accordance to the agreed upon hours during a work-from-home day, or should they fail to complete the agreed upon work tasks, the time will be viewed and tracked as a vacation accrual and the employee may be subject to performance recovery.

Availability/Accessibility:	Telecommuting is considered an occasional privilege at CCS, to support employees in managing work-life integration and work projects requiring additional focus time. CCS employees must be accessible when working remotely, and must be available to come into the office for in person meetings, training sessions, etc. as required, irrespective of work-from-home arrangements.
Working Location:	When working off-site, employees are expected to be situated in an easily commutable distance from their regular worksite. CCS does not support employees working while traveling, unless the travel has been specifically commissioned by the agency, and they are traveling on behalf of CCS.
Insurance/Utility Costs	Any residential insurance and utility costs that are incurred to the employee for the purposes of telecommuting are the sole responsibility of the employee.
Equipment	<p>Any equipment such as laptops provided by CCS for the purposes of working are to be kept safe and secure by employees. No personal devices should be used while working from home. CCS does not provide support for personally owned computers.</p> <p>Employees must also ensure that any equipment must not be left unattended in any vehicle at any time. Employees may be responsible for replacing equipment that is lost or stolen while left unattended in a vehicle.</p> <p>Equipment and files should only be accessible to the employee and safeguarded from access by other members of the household and visitors.</p> <p>As a general rule, CCS does not provide office furnishings (desks, chairs, etc.) to support work from home arrangements. In the event that the agency requires an employee to work from home and ergonomic furnishings are required to support working safely, CCS may provide reasonable furnishings/equipment.</p>
References	<p>HR Policy 3.07 Successful Performance Recovery</p> <p>HR Procedure Manual 2021 Use of CCS Equipment</p>

Original Date:	11/1999
Revised:	11/2003
Revised:	06/2009
Revised:	06/2015
Revised:	06/2017
Revised:	07/2021

Section Three: EMPLOYMENT AT CCS

3.09 Office Hours, Overtime and Compensatory Time Off

Statement

CCS is a client-centric agency and hours of CCS offices and programs are established to best support client needs. Regular office hours are in place in each CCS location based on the needs of the programs. However, regular program activities may be scheduled in specific locations outside of these hours and or on other days of the week.

An employee's work schedule is communicated at the time of hire and CCS reserves the right to adjust work hours in response to staffing level requirements and program needs, with sufficient notice to employees.

CCS adheres to the hours of work legislation outlined in the Employment Standards Act, 2000.

Applicability

This applies to all employees. Where differences between full and part-time schedules apply, they are identified in the employment contract.

Full-time Employees

Full-time employees work a 35-hour work week, consisting of five seven-hour days. Full-time employees are required to take a one-hour unpaid meal break in the middle of their day. They are also entitled to two paid 15-minute breaks, one to be taken in the morning and the other in the afternoon.

Part-time Employees

Part-time employees work an agreed upon number of hours per week which is less than 35 hours. Part-time schedules may vary in length from day-to-day. Part-time employees working five or more hours per day must take a 30-minute unpaid meal break.

Overtime

Employees in leadership roles (Managers/Senior Managers) are considered 'exempt from overtime' in accordance with the Employment Standards Act, 2000.

For Managers, and for non-exempt positions, it is expected that all employees, in conjunction with their direct supervisors, will manage their time in order to minimize the accumulation of overtime. Recognizing that, due to the nature of services provided by CCS, there will be some instances where employees are required to work more than their regularly scheduled hours, CCS compensates overtime through compensatory time off.

While the Employment Standards Act, 2000 defines “overtime” as hours worked in excess of 44 hours per week, CCS recognizes any hours worked above the regular contracted work week (35 hours) as eligible for compensatory time off. Hours worked from 36 – 44 hours in a single week are compensated in a “straight time” ratio. Employees should always strive to avoid working more than 44 hours in a single work week. In extraordinary circumstances where working in excess of 44 hours may be necessary, any time worked than 44 hours in a single week are compensated a rate of 1.5 hours of compensatory time off per hour worked.

Compensatory time off (“comp time”) must be approved in advance by the direct supervisor. Any overtime not pre-approved is not eligible for compensatory time off and will be forfeited. At no time will overtime / comp time be paid out to any employee.

Accumulation of Overtime

Overtime worked may not exceed 21 hours at any time. All accumulated time must be taken as soon as possible and no later than one month after it was earned. If an employee fails to comply with these stipulations, they risk forfeiting the accumulated compensatory time.

Senior Management Overtime

CCS acknowledges that the duties of senior management positions regularly require employees to work in excess of 35 hours per week. In recognition of this, senior management employees earn five management days per year. Accordingly, senior Management employees do not accrue overtime or take compensatory time off.

Accrual

Management Days are earned at the rate of 0.42 days per month of active employment. Management Days do not carry over from one year to the next. Any unused Management Days as of December 31 each year are forfeit.

Probationary Period

Management Days may be used during the employee’s probationary period.

Pay Out of Credits

Management Days are not paid out upon termination of employment. Management Days may not be used between the employee giving notice of resignation and their final day of employment.

References

HR Procedure Manual
Overtime and Compensatory Time

Original Date: 04/2003
 Revised: 11/2003
 Revised: 08/2009
 Revised: 06/2015
 Revised: 07/2021

Section Three: EMPLOYMENT AT CCS**3.10 Unpredictable Weather and Other Circumstances****Statement**

During times of inclement weather or other unpredictable circumstances (i.e. extended power outages, etc.), CCS will endeavour to keep offices open and provide services to clients as long as is reasonably feasible to do so, with consideration being given to the health and safety of clients, employees and other visitors.

Only the Executive Director or their designate may provide approval to close any office location. All employees shall be paid for their full scheduled hours in the event that a location is closed for a full or partial day.

For guidance, the Executive Director or designate turns to the school boards, and/or other publicly-run institutions as identified by the Executive Director, in the regions in which CCS is operating to determine the necessity to close services.

In the event of a pandemic or state of emergency, CCS will follow the guidance of Public Health, placing the health and safety of employees and clients at the greatest priority.

Applicability

This applies to all employees.

Section Three: EMPLOYMENT AT CCS**3.11 End of Employment**

Statement	CCS recognizes that, while employee retention remains a high priority at CCS, there are times when an employment relationship may come to an end, whether through voluntary resignation or retirement, end of contract, or by involuntary termination. This policy outlines the end of employment expectations of the CCS and of the exiting employee.
Applicability	This policy applies to all employees.
Resignation	<p>CCS requests that front-line employees who choose to terminate their employment agreement provide a minimum of two weeks' written notice. Employees in a management position are to provide a minimum of one month's written notice.</p> <p>The notice period may be waived by CCS with no further obligation on the part of the employee.</p>
Retirement	<p>CCS does not have a mandatory retirement age, and employees are supported in continuing to work as long as they are interested in maintaining employment and capable of maintaining performance.</p> <p>CCS requests that employees provide a minimum of three months' notice in advance of their retirement date in order to facilitate planning and hiring with no interruption to service.</p> <p>The People and Culture department will support the employee in understanding how to access their CAAT Pension.</p>
Workforce Reduction	<p>Staff reductions (or layoffs) may occur due to changing client needs, funding restrictions, nonrenewal of contracts or changing organizational structure or priorities.</p> <p>All reduction of employees requires the approval of the Executive Director. Employees shall be notified in writing of their layoff date with as much advance notice as possible and will remain entitled to all existing benefits until the end of their notice period.</p>

In all cases, CCS will meet their obligations for notice and severance pay (where applicable) as detailed in the Ontario *Employment Standards Act, 2000*.

Affected employees are encouraged to apply to any vacant CCS positions for which they may be qualified.

Dismissal

CCS reserves the right to terminate employment at any time without notice or pay in lieu of notice for any act or omission that constitutes just cause in law.

In the absence of just cause, CCS reserves the right to terminate employment at any time by providing notice or pay in lieu of notice and severance, if applicable, pursuant to the Ontario Employment Standards Act, 2000 in complete satisfaction of all common law and statutory obligations.

CCS Equipment

Upon the end of employment, regardless of the cause of the termination, an employee is required to return all CCS-issued property in good repair. Employees will be required to pay for CCS property not returned, or returned damaged beyond expected “wear and tear”.

Exit Interview

With the exception of employees terminated for cause, exiting employees are invited to complete an exit interview with the People and Culture department. The exit interview details are confidential, and are reported to the Senior Management Team in the form of trend analysis over time. The noted exception to this is if the exit interview identifies concerns related to workplace violence and harassment, in which case an investigation may still be required.

Communication

When an employee is leaving the organization, the team that they work with directly is notified first, by the direct Supervisor or Director of that department. When everyone personally impacted has been notified, the People and Culture team will send a standard communication notifying the agency of the change.

References

HR Policy
3.03 Compensation and Benefits
3.07 Successful Performance Recovery

HR Procedure Manual
Use of CCS Equipment

Original Date: 11/1999
 Revised: 11/2003
 Revised: 06/2009
 Revised: 06/2015
 Revised: 07/2021

Section Four: APPROVED ABSENCES

4.01 Paid Vacation

Statement CCS recognizes the value of vacation time as vital in maintaining a healthy and balanced workplace. To this end, all full-time and part-time employees earn paid vacation time or vacation pay, in adherence to the *Employment Standards Act, 2000*.

Applicability This applies to all CCS employees. Full-time and part-time contract employees earn vacation entitlements as outlined in their employment contract.

Unless otherwise stated in their contract, employees who are subject to mandatory lay-off periods are paid 4% vacation pay with each pay in lieu of earning paid vacation leave.

Benefit Period For the purposes of calculating vacation time, the benefit period is defined as January 1 – December 31. Vacation time must be taken in the calendar year in which it is earned.

Accrual Full-time, employees earn vacation credits as follows:

<i>Length of Service</i>	<i>Monthly Accrual</i>	<i>Maximum Days Per Year</i>
Date of Hire – 2 years	1.25 days	15
3 rd year – 7 years	1.67 days	20
8 th year and beyond	2.08 days	25

Part-time employees earn vacation credits prorated based upon their hours of work per week.

Vacation Requests Employees must submit vacation requests to their direct supervisors in advance of the requested vacation. The request is reviewed with consideration to the impact on the business/program and department coverage, and will be approved wherever possible. Employees should never finalize travel plans in advance of receiving confirmation from their direct supervisor that the vacation request has been approved. Procedures for requesting vacation, advance use of vacation, vacation carry-over and vacation tracking are detailed in the People and Culture Procedure Manual, 2021.

Advance Use of Credits Employees who have completed one year of service may request the use of up to 10 paid vacation days in advance. The request must be

approved prior to the vacation period and will be considered only once per year. Advance vacation shall be approved following the same procedures required for scheduling regular vacation time.

Carry Over

As a general rule, employees are required to take their allocated vacation within the calendar year in which it was earned. In exceptional circumstances, employees may request approval to carry over accumulated vacation to a maximum of 10 days per year, to be used before March 31st the following calendar year.

Probationary Period

During an employee's probationary period, employees can take vacation credits earned, but cannot take advance credits.

Vacation Pay Out

CCS requires paid vacation time to be taken as time off, and does not support vacation time "paid out" to existing employees. Upon termination of employment, any unused vacation leave credits will be taken into consideration in determining the termination date, or paid in accordance to the Employment Standards Act, 2000.

References

HR Policy

3.01 Categories of Employment

4.02 Public Holidays

HR Procedure Manual 2021

Approved Absences

Original Date: 11/1999
 Revised: 11/2003
 Revised: 09/2005
 Revised: 06/2009
 Revised: 06/2015
 Revised: 07/2021

Section Four: APPROVED ABSENCES**4.02 Public Holidays****Statement**

In Ontario, CCS recognizes nine statutory holidays and two civic holidays (listed below). CCS employees operating outside of Ontario (RSTP program) are eligible for the public holidays mandated in the province in which they work. Holiday dates per province are communicated at the beginning of the calendar year through the People and Culture department.

CCS aligns with the guidelines established by the Employment Standards Act, 2000 in the employee entitlement and calculation of public holiday pay, as detailed in the HR Procedure Manual 2021.

Applicability

This policy applies to all employees.

Public Holidays

New Year's Day
 Family Day
 Good Friday
 Easter Monday*
 Victoria Day
 Canada Day
 Civic Holiday / Simcoe Day*
 Labour Day
 Thanksgiving Day
 Christmas Day
 Boxing Day
 * *Not a statutory holiday*

Holidays On Weekends

If a designated holiday falls on a weekend, it will be observed on an alternate work day immediately before or after the Public Holiday, as designated by the Executive Director.

References

HR Procedure Manual 2021
 Approved Absences

Original Date:	11/1999
Revised:	11/2003
Revised:	09/2005
Revised:	06/2009
Revised:	06/2015
Revised:	07/2021

Section Four: APPROVED ABSENCES**4.03 Discretionary Days**

Statement	CCS recognizes that during the course of the year, employees may have cultural, religious or personal events that require them to be away from work. In order to accommodate these needs, eligible employees are entitled to two Discretionary Days per calendar year, to be used at the employee's discretion. A third Discretionary Day is granted to eligible employees, that must be taken on either December 24 th or December 31 st .
Applicability	<p>This applies to full-time ongoing employees and part-time ongoing employees. Employees earn and use discretionary days on a prorated basis in accordance with the hours normally worked. Contract employees will have their entitlement detailed in their employment contract, where applicable.</p> <p>LINC, CNC, ELT and Language Training employees, who are on a mandatory shut-down during the December discretionary days, are eligible for two Discretionary Days per year.</p> <p>A Discretionary Day is calculated as a "full shift", meaning the employee's regularly scheduled hours within a specific day. An employee is not "owed time" if their scheduled hours on a Discretionary Day is less than 7 hours.</p>
Use of Discretionary Days	Discretionary Days may be taken at any time during the year, with advance approval from the direct supervisor. Discretionary Days may be used during the probationary period.
Accrual	Discretionary Days are granted on January 1 st each year for use during the calendar year. Employees hired on or after July 1 st are granted one Discretionary Day for that calendar year. Discretionary Days do not carry-over from year-to-year. In the event that an employee does not make use of their Discretionary Days prior to December 31 st such days are forfeit.
Pay Out of Discretionary Days	Discretionary Days are not paid out upon termination of employment. Discretionary Days may not be used between the employee giving notice of resignation and their final day of employment.
References	<p>HR Policy</p> <p>3.01 Categories of Employment</p>

4.01 Paid Vacation Time

HR Procedure Manual 2021
Approved Absences



Original Date:	11/1999
Revised:	11/2003
Revised:	06/2009
Revised:	06/2015
Revised:	07/2017
Revised:	07/2021

Section Four: APPROVED ABSENCES

4.04 Paid Sick Leave

Statement	CCS employees earn paid Sick Leave credits for each month of active employment. In the event that an employee becomes ill and is unable to report to work, they may use their accrued Sick Leave credits.
Applicability	This policy applies to all employees. Where differences exist in entitlements, they are outlined in the respective employee’s employment contract.
Accrual	Full-time, ongoing employees accrue Sick Leave credits at the rate of 1.42 days per month of active employment (up to a maximum of 17 days per year). Unused sick days continue to accrue up to a maximum of 45 days. Part-time ongoing employees earn paid Sick Leave credits prorated based upon their regular hours of work per week, up to a maximum accrual of 45 days.
Use of Paid Sick Leave	Sick Leave credits may only be used in full or half day increments and for matters related to personal illness, medical appointments or medical treatments or when the employee must care for an ill family member or dependent.
Advance Use of Credits	Sick Leave credits may not be used in advance of having been earned. Once earned Sick Leave credits have been exhausted, employees requiring additional time would exhaust all other paid time off accruals (vacation days, discretionary days, management days, earned lieu time). Once all available accruals are exhausted, the employee may request unpaid leave, and where applicable, apply for Employment Insurance (EI) Sickness Benefits. Unpaid sick leave requests will be reviewed on a case-by-case basis with final approval from the Executive Director.
Exceptions	Some of the CCS funding agreements restrict the agency’s ability to carry over Sick Leave credits from one year to the next within specific programs (i.e. LINC, CNC, Language Training, and ELT contracts). For these programs, sick leave/wellness credits are granted at the beginning of the fiscal year (April 1), and unused credits are forfeited at the end of the fiscal year (March 31). Credits cannot be carried to the next fiscal year. LINC, CNC, Language Training, and ELT employees accrue one sick/wellness day for each month worked (accruals are not earned

during periods of mandatory shut down). Sick/wellness days may be used for any health-related requirement, inclusive of physical or mental health, or for religious observances. . Sick leave/wellness credits may be used in advance of having been earned, up to the maximum number allotted per the current contract period (as specified in the employment contract).

In the event that employment is terminated prior to the employee having earned sufficient sick leave credits to cover the advance, any deficit will be deducted from the employee's final pay.

Proof of Illness

For Sick Leave that exceeds three consecutive working days, CCS may require a medical certificate to validate the absence.

CCS does not require or expect any information regarding an employee's diagnosis or treatment to be provided.

Illness During Vacation

In the event that an employee experiences a significant medical illness or injury for a period of more than 3 consecutive days while on vacation, Sick Leave may be substituted for paid Vacation Time at the discretion of the Executive Director. Such a request should be made in writing immediately upon return to work and be accompanied by a medical certificate.

Long-Term Disability (LTD)

The waiting period for LTD coverage is 85 working days for eligible employees. An employee who has not banked sufficient sick leave credits to cover this period is eligible to apply for EI Sickness Benefits to offset any unpaid time until they are eligible to apply for LTD. A Record of Employment (ROE) shall be issued along with the final pay to facilitate this process.

Pay Out of Sick Leave Credits

There is no remuneration for unused Sick Leave credits upon termination of employment or at any other time.

References

HR Policy
3.01 Employment Classifications

HR Procedure Manual
Approved Absences

Section Four APPROVED ABSENCES

4.05 Bereavement / Compassionate Leave

<p>Statement</p>	<p>CCS recognizes the need for employees to be free from work in order to grieve the loss of a loved one and/or to provide support to family members who are coping with loss.</p> <p>All employees are entitled to paid leave from work for up to four days following the death of a family member. For the purpose of this policy, a family member is defined as a spouse (including common-law or same sex partner), parent, step-parent, in-laws, child, step-child, sibling or step-sibling, aunt, uncle, grandparent, grandchild, or anyone for whom an employee holds guardianship or is a dependent. Extensions of this list may be recognized in special circumstances, and with the approval of the employee's direct supervisor, in consultation with People and Culture or the Executive Director</p> <p>Bereavement / Compassionate Leave requests will not be unreasonably denied.</p> <p>In addition to the Bereavement/Compassionate leave outlined in this policy, CCS recognizes and adheres to all unpaid compassionate leave types articulated in the <i>Employment Standards Act, 2000</i>.</p>
<p>Applicability</p>	<p>This applies to all CCS employees.</p>
<p>Purpose</p>	<p>Bereavement / Compassionate Leave with pay is available to employees for the purposes of grieving, arranging and/or attending the funeral, providing support to an immediate family member who is grieving a significant loss or attending to other matters related to the death. This may be immediately after the loss of life, or may be scheduled later to attend related proceedings, and do not need to be taken consecutively.</p>
<p>Additional Time</p>	<p>Employees may request to use vacation time, compensatory time off or unpaid Personal Emergency Days if they require additional time beyond what is provided for in this policy.</p>
<p>References</p>	<p>HR Procedure Manual 2021 Approved Absences</p>

Section Four: APPROVED ABSENCES**4.06 Pregnancy and Parental Leave**

Statement

CCS is committed to supporting the familial needs of all employees.

CCS provides pregnancy, parental (maternity/paternity), and adoption leave to eligible employees in accordance with the Employment Standards Act, 2000, 2000 and the All Families Are Equal Act, 2017.

Eligibility

Pregnancy Leave applies to all CCS employees who become birth mothers while employed at CCS. Parental Leave applies to all CCS employees. New parents, through birth or adoption, are eligible for parental leave.

All employees are eligible for Pregnancy and Parental leave, provided they began their employment a minimum of 13 weeks prior to the date their baby is expected to be born.

Duration

Pregnancy Leave provides up to 17 weeks of unpaid time off work.

Parental Leave provides up to 63 weeks of unpaid time off work for those who have not taken a Pregnancy Leave or up to 61 weeks of unpaid time off work for birth mothers who have taken Pregnancy Leave. Parental Leave must be taken in one unbroken block of time and in most cases consecutively follow Pregnancy Leave as applicable.

It is the hope of CCS that all pregnancies are successful. In the event of a miscarriage or stillbirth within the 17 weeks prior to their due date, the birth mother is entitled to pregnancy leave. The leave entitlement in this case is the longer of the following two options:

- 17 weeks after the pregnancy leave began, or
- 12 weeks after the birth, stillbirth or miscarriage, even if this means the pregnancy leave will be longer than 17 weeks.

Continuation of Benefits

The employee will continue to participate in CCS' health benefits plan while on Pregnancy or Parental Leave, where applicable. Paid Vacation credits and Sick Leave credits do not accrue during Pregnancy or Parental Leave.

Length of Service

While on leave an employee continues to earn credit towards their length of service.

Returning to Work

An employee who takes a Pregnancy or Parental Leave is entitled to return to a comparable position to the one they held in advance of their leave. The employee must be paid at least as much as they were earning prior to the leave commencing.

References

HR Policy

3.04 Compensation and Benefits

HR Procedure Manual 2021

Approved Absences



Section Four: APPROVED ABSENCES**4.07 Leaves of Absence****Statement**

CCS recognizes and complies with job protected, unpaid leave types outlined in the Employment Standards Act, 2000.

These leave types include:

- Family medical leave
- Organ donor leave
- Family caregiver leave
- Critical illness leave
- Child death leave
- Crime-related child disappearance leave
- Domestic or sexual violence leave
- Sick leave
- Family responsibility leave
- Declared emergency and infectious disease emergency leave
- Reservist leave

CCS acknowledges and supports employees in taking the leave entitlements for which they are eligible. Details of the entitlements of each leave type can be found at:

<https://www.ontario.ca/document/employment-standard-act-policy-and-interpretation-manual/part-xiv-leaves-absence#section-18>

In addition to the leave types outlined in legislation, CCS recognizes that extraordinary circumstances may arise whereby an employee wishes to request an unpaid leave from work for reasons which do not fall within any of the other leave provisions offered.

At the sole discretion of the Executive Director, such leave may be granted. Leave requests will be evaluated on a case-by-case basis and granted only in exceptional circumstances.

Eligibility

In order for a leave request to be given consideration, the requesting employee must have been actively employed by CCS for not less than 3 years and not have been granted such a leave within the 3-year period preceding the request.

An employee who requests a Leave of Absence shall have no expectation that it will be approved based upon prior approval of any other Leave of Absence, either for the employee, or any other

employee. The approval of one leave request shall have no bearing on any other request, except with regard to ensuing required staffing levels in all programs at all times.

At no time shall more than one employee per program be approved for a Leave of Absence.

Continuation of Benefits

In the case of a Leave of Absence longer than one month in duration, the employee's enrolment in CCS' group health plan (if applicable) will be suspended. Exceptions to this may be considered only with the approval of the Executive Director and the benefit provider. In the event that benefits are maintained, the employee will be responsible for the cost of the benefit premiums until they return to active employment.

Paid Vacation Time and Sick Leave credits do not accrue while an employee is on an unpaid Leave of Absence.

References

HR Procedure Manual 2021
Approved Absences

Section Four: APPROVED ABSENCES**4.08 Civic Responsibility (Jury/Witness Duty; Voting Leave)**

Statement	CCS recognizes an employee's responsibility to perform their civic duty when called upon for jury or witness duty, or to vote in a public election.
Applicability	This applies to all employees.
Jury/Witness Duty	Leave will be granted to CCS employees who are summoned to attend court for jury selection or as a juror or witness in a civil or criminal trial.
Pay While on Leave	<p>Employees may continue to receive full pay for their regularly scheduled hours while absent as a juror or witness. This will be determined on a case-by-case basis in accordance with CCS' funding agreements.</p> <p>Any compensation received by the employee for their service as a juror must be remitted to the agency. Compensation for costs related to travel and/or food are not required to be remitted.</p>
Probationary Period	In the event that a probationary employee is required to serve as a juror or witness for a protracted time period, their probationary period will be extended for a period of time equal to that of the related Jury Duty / Witness Leave.
Voting Leave	<p>In alignment with the Ontario Election Act, all CCS employees are entitled to a minimum of three consecutive hours free from work on an election day.</p> <p>In the event that CCS' operational hours and/or the employee's scheduled work shift do not allow for an employee to be free from work for three consecutive hours on an election day, employees may report to work later than usual or be released from work earlier than usual to allow them the opportunity to vote.</p>

Original Date:	11/1999
Revised:	11/2003
Revised:	06/2009
Revised:	06/2015
Revised:	07/2017
Revised:	07/2021

Section Four: APPROVED ABSENCES

4.09 Absences and Reporting

Statement Efficient and effective operations at CCS requires all employees to be ready and willing to work at their assigned times and work locations. Unless they have a valid reason, all employees are expected to attend work. Employees, students and volunteers are also expected to arrive on time and remain throughout their scheduled work hours.

Communication of Absences CCS employees are required to inform their direct supervisor as soon as possible in the event that they will be absent from work on an unscheduled basis. Generally, the minimum amount of notice required is one hour prior to their scheduled start of work. Depending upon the need to reassign and/or reschedule work, some programs may establish a longer minimum amount of notice period.

Employees are required to follow the procedures detailed in the CCS HR Procedure Manual 2021, when reporting absences and when providing documentation to support an absence.

Excessive Absenteeism Excessive absenteeism or punctuality issues are recognized as a performance concern, and will be reviewed with the Director, People and Culture and addressed with the employee.

Failure to attend work without notifying CCS is considered serious misconduct (“no call/no show”) and will be addressed in accordance with the CCS Successful Performance Recovery policy.

Job Abandonment An employee who is absent without approval or reporting for more than 3 days is considered to have abandoned his/her position and has therefore effectively resigned.

References HR Policy
3.07 Successful Performance Recovery

HR Procedure Manual 2021
Approved Absences

Original Date: 11/1999
 Revised: 11/2003
 Revised: 06/2009
 Revised: 06/2015
 Revised: 07/2017
 Revised: 07/2021

Section Five: HEALTH AND SAFETY**5.01 Health and Safety Policy**

Statement	CCS recognizes the legal and moral responsibility to safeguard the health and safety of its employees and stakeholders by maintaining a safe and healthy working environment. CCS operates with relevant standards outlined in the Ontario <i>Occupational Health and Safety Act</i> . Employees operating outside of Ontario will comply with relevant Health and Safety legislation in the province in which they operate.
Applicability	This applies to all employees.
Guiding Principles:	<p>CCS believes:</p> <ul style="list-style-type: none"> • Safety management is based on the belief that all injuries and illnesses are preventable. • Working safely is a condition of employment. • Each employee is responsible for his/her own safety as well as that of fellow employees. Management is responsible for overall safety and accident prevention. • Employees have the right to learn about hazardous aspects of the job and how to protect themselves. • Employees have the right to know their legal rights and obligations, as well as those of management. • Employees have the right to refuse unsafe work. • Employees have the right to participate in the health and safety process. • Management and employees must work together to develop programs to promote a safe and healthy workplace. • Safety audits are an integral part of joint health and safety. Informal and formal audits identify concerns which are followed up with corrective action. • All employees will be involved in health and safety activities as a means of generating and sustaining a high level of safety knowledge and performance. • The objective of the Joint Occupational Health and Safety Committee (JOHSC) is to seek out and eliminate causes or potential causes of injuries and illnesses in order to ensure a workplace free of hazard.

Responsibilities

The Executive Director is responsible for ensuring the establishing and ongoing operation of a health and safety program for the agency.

The Directors are responsible to ensure that the health and safety policies and procedures are conveyed to all staff and any issues or concerns of a health and safety nature are addressed in an appropriate and timely manner.

The Direct Supervisors are responsible to ensure that every site is maintained in a healthy and safe manner, through the application of organizational policies and procedures.

Employees are responsible to maintain their worksites in a healthy and safe manner and to report any real or potential hazards to management or their health and safety representative/member of the Joint Occupational Health and Safety Committee.

Use of Equipment

The use of agency equipment is granted to staff with the understanding that care and attention will be applied in the operation of such equipment.

All new employees should receive an orientation to the proper use and maintenance of all equipment that they utilize. It is the direct supervisor's responsibility to ensure that such orientation takes place.

Any employee who is unsure of the use or operation of any equipment is required to refrain from using said equipment and to inform their direct supervisor of the need for instruction. The employee is not to commence using such equipment until instruction has been received.

Joint Occupational Health and Safety Committee

In accordance with the Ontario *Occupational Health and Safety Act*, CCS maintains a Joint Occupational Health and Safety Committees (JOHSC).

The JOHSC is co-chaired by a member of the Management team, and by an employee representative selected by employees who do not exercise managerial functions. The JOHSC is comprised of a minimum of one employee from each CCS location ("worker members"), as well as direct supervisors who are responsible for managing physical locations ("management members"), and a representative from the People and Culture department. At no time shall the number of management members on each committee exceed the number of worker members.

The main focus of the Joint Occupational Health and Safety Committee is to create an effective health and safety program through:

- Education of all workers in safe practices.
- Analysis, recording and reporting of incidents, accidents and job related illnesses.
- Periodic work site inspection to detect hazards.
- Reviewing any workplace accidents, injuries, or work stoppages.
- Ensuring competent and prompt treatment of injury and illness.
- Investigation of incidents to determine cause.
- Coordination and leadership of fire safety and evacuation drills.
- Prompt correction of hazards or unsafe work methods.
- Effective communication of information relating to hazards inherent in the building, equipment, materials and substances.
- Ensuring all sites maintain a Health and Safety Board with all legislatively required postings.
- Making recommendations to senior management regarding such issues as reduction of potential hazards, purchase of equipment and/or employee training needs.
- Annual review of the Health and Safety Policy and the Health and Safety section of the CCS HR Procedure Manual.

Communication with Employees

The names of the JOHSC representatives at each location shall be posted at the location. Employees are encouraged to share any health and safety related questions or concerns with their representative who will, in turn, bring them to JOHSC meetings.

Each meeting of the JOHSC will be documented and minutes shall be posted at all CCS sites.

Off-site Locations

Employees who regularly work at sites which are not under the immediate care and control of CCS (e.g. Itinerant and SEPT employees) should direct any health and safety concerns regarding their workplace to their direct supervisor.

Reporting a Workplace Accident

Any health and safety related incident, near miss, or complaint from any employee, client, or guest at a CCS site must be reported.

Employees, students and can report the incident to their immediate supervisor, who will ensure the injured party receives the proper support, and that the incident is documented. Any workplace injury that results in lost time or in

an employee requiring medical attention must be reported to the People and Culture department.

References

HR Policy

- 2.01 Code of Conduct
- 2.02 Respectful Workplace
- 3.07 Successful Performance Recovery
- 5.02 Domestic Violence
- 5.03 Sexual Violence and Sexual Harassment Prevention

HR Procedure Manual 2021
Health and Safety



Section Five: HEALTH AND SAFETY**5.02 Domestic Violence****Statement**

CCS understands that when an employee experiences domestic violence in their personal life there is a possibility of that situation entering the workplace, thereby increasing the threat of workplace violence for both the targeted employee, and their colleagues. CCS is committed to reducing the risk for everyone by responding to such situations as soon as they become known.

Under Ontario's Occupational Health and Safety Act, an employer must take every precaution reasonable in the circumstances for the protection of workers when they are aware, or ought reasonably to be aware, that domestic violence may occur in the workplace, and that it would likely expose a worker to physical injury.

All employees are encouraged to speak to their direct supervisor, the People and Culture department, or a member of the Senior Management team to seek assistance if they are experiencing domestic violence, or if they suspect a colleague may be.

If a leader in the agency is made aware of an issue of domestic violence, it must be reported to the Director, People and Culture or the Executive Director.

The Director, People and Culture or the Executive Director will work with the affected employee in developing a plan to implement reasonable precautions to protect the employee and an individual safety plan for the employee. Such plans will be developed on a case-by-case basis.

Applicability

This applies to all employees.

Definition

Domestic violence is widely understood to be a pattern of behaviour used by one person to gain power and control over another person with whom he/she has or has had an intimate relationship (e.g. spouse, partner, child, parent, etc.). The pattern of behaviour may include physical violence, sexual, emotional and psychological intimidation, verbal abuse, stalking and use of electronic devices to harass and control.

Anyone can be a victim of domestic violence, whatever their age, race, economic status, religion, sexual orientation, or education.

Both men and women can be victims of domestic violence; however, women represent the overwhelming majority of victims of such violence.

Reporting

Any employee who is experiencing domestic violence is strongly encouraged to discuss the matter with either their direct supervisor or the People and Culture department.

Should an employee suspect that a colleague is experiencing domestic violence, they are encouraged to bring the matter to the attention of their direct supervisor or People and Culture, who will follow-up as appropriate.

All reports will be responded to with the utmost discretion and care.

Employer Obligation

Though it is understandable that an employee who is experiencing domestic violence may wish to keep the matter private, as an employer, CCS has an obligation to respond and implement safety measures when we become aware of such situations. Ignoring the situation or “waiting to see what happens” is not an option.

Safety Plan

A safety plan involves identifying actions that will increase the employee’s safety, and preparing for the possibility of further violence. Safety plans will be created in collaboration with the employee and customized to meet their individual needs.

Confidentiality

As per the *Occupational Health and Safety Act*, employees have the right to know about a potential threat of workplace violence. At the same time, CCS understands and respects employees’ desire to keep their personal matters confidential. To this end, CCS will consider each circumstance on a case-by-case basis and take extreme care to safeguard the privacy of all employees. However, in situations where a threat exists, the agency will share necessary information on a “need to know” basis with those who are exposed to the risk. Where such information is shared, all employees are expected to maintain absolute discretion and confidentiality regarding the matter, as outlined in Section 2.02 Privacy and Confidentiality. At no time will any information be shared beyond the minimum necessary to protect the employee(s) from physical harm.

References

HR Policy

2.03 Privacy and Confidentiality

5.01 Health and Safety

5.03 Sexual Violence and Sexual Harassment Prevention

HR Procedure Manual 2021

Health and Safety



Section Five: HEALTH AND SAFETY

5.03 Sexual Violence and Sexual Harassment Prevention

Statement:

CCS is committed to providing a working environment that is safe and free from sexual harassment or sexual violence (i.e., sexual assault, stalking, and dating/domestic violence) for all stakeholders. CCS has an obligation and legal responsibility to maintain a workplace that is free from any form of harassment and violence. CCS takes seriously its commitment to adhere to both the spirit and provisions of Ontario's *Human Rights Code* and *Occupational Health & Safety Act* to prevent and address sexual violence and sexual harassment in the workplace.

CCS recognizes the risk of sexual harassment and sexual violence, and takes every reasonable precaution to protect all employees.

Our work culture of respect means CCS adopts a "zero tolerance" approach to any type of sexual harassment or violence, and all incidents of intolerant or disrespectful conduct will be addressed. CCS will strive through proactive training and deterrence to create an environment free from such behaviour. Whether committed by a co-worker, client, supervisor, member of the public, or any other person with whom our organization interacts in a business capacity, conduct that is intolerant, disrespectful or sexually threatening is a violation of CCS's policy.

Definitions:

"Workplace" means the work-related environment and any other location where CCS' business is taking place and/or where employees have congregated as part of their employment. It includes, but is not limited to, the physical work premises, work-related social functions, assignments outside CCS, work-related travel, and work-related conferences or training sessions.

"Sexual Violence" means (a) the exercise of physical force of a sexual nature by a person against a worker, in a workplace, that causes or could cause physical injury to the worker, (b) an attempt to exercise physical force of a sexual nature against a worker, in a workplace, that could cause physical injury to the worker, or (c) a statement or behaviour which can reasonably be interpreted as a threat to exercise physical force of a sexual nature that could cause physical injury to a worker.

"Sexual harassment" means (a) engaging in a course of unwelcome comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be

known to be unwelcome; or (b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Examples:

Violence includes, but is not limited to:

- Threatening behaviour – shaking fists in front of or pushing another worker, or being aggressive and/or violent towards a worker;
- Verbal or written threats – any expression of intent to inflict physical force that could cause physical injury, or involving body language or behaviour that cause the recipient to reasonably believe that the perpetrator intends to cause physical injury (such as leaving threatening notes, phone messages, or sending threatening emails);
- Physical attacks – hitting, shoving, pushing, kicking, biting, pinching, inciting an animal to attack, or sexual violence; and
- Threats against family – a threat against a worker’s family that is the result of the worker’s employment is considered a threat against the worker for purposes of this Policy.

Sexual harassment includes, but is not limited to:

- Leering or inappropriate staring;
- Invasion of personal space;
- Unwelcome physical contact (touching, grabbing, hugging, kissing, etc.);
- Proposition of sexual intimacy;
- Sexual assault and violence;
- Making offensive comments or behaviour towards a person based on their gender identity, gender expression or sexual orientation;
- Making sex-related comments about a person’s physical appearance or actions;
- Making comments or behaviour because of a belief that someone does not conform to gender-role stereotypes;
- Using vulgar, sexual or gender-related humour or derogatory language (such as slurs, jokes or innuendo);
- Asking unwelcome questions or engaging in unwelcome conversation about sexual activities;
- Spreading sexual rumours (including online);
- Displaying or distributing pornographic or other sexual images, objects, jokes or sayings (including online);
- Making vulgar gestures;
- Asking for sexual favours in exchange for workplace benefits (*quid pro quo*);

- Repeatedly asking someone for dates or sexual favours even after they have said no;
- Threatening someone (e.g. with violence, termination or denial of other workplace benefits) if they refuse to comply with sexual advances;
- Making a worker dress or behave in a sexualized or gender-specific way; and
- Threats of retaliation or reprisal if the victim makes a complaint under this Policy.

Sexual harassment may consist of a single serious incident of such behavior. It may be perpetrated against a person of the same sex as the harasser, or of opposite sex.

Roles and Responsibilities

Employees, Students, Volunteers:

If an employee, student, or volunteer is a target of sexual violence or sexual harassment, they should:

1. If they feel safe doing so, tell the harasser their behaviour is unwelcome and ask them to stop. If the victim is able to resolve the issue himself or herself, he or she must still report the sexual violence or sexual harassment to their Supervisor or a member of the People and Culture department. If it is not appropriate to report the incident to these individuals because they are involved in the incident, the victim should report the incident to any other manager of their choice.
2. If it is not possible for the victim to address the situation directly with the perpetrator of the behaviour or if the victim is uncomfortable with this approach, the victim must file a complaint promptly to their Supervisor or a member of the People and Culture department. If it is not appropriate to file a complaint with these individuals because they are involved in the incident, the worker should report the incident to any other manager of their choice.
3. Complaints need not be in writing but should include as much detail as possible, including the name(s) of the individual(s) involved and a description of the incident(s), including actions and/or comments made, place(s), date(s) and time(s). Where applicable, any supporting documents or physical evidence that may be available should also be submitted.
4. After receiving a complaint, the Director, People and Culture will determine whether the alleged behaviour meets the definition of

sexual violence or sexual harassment as outlined in this Policy. If the alleged behaviour does not meet the definition of sexual violence or sexual harassment as outlined in this Policy, no further action will be taken.

5. If appropriate, the possibility of informal resolution may be explored and reached with the consent of the complainant. If informal resolution is inappropriate or unsuccessful, all reported complaints of sexual violence and sexual harassment that meet the definition of sexual violence or sexual harassment as outlined in this Policy will be promptly, thoroughly and objectively investigated by the Director, People and Culture or designated third party investigator.

Any employee, student, or volunteer who witnesses sexual harassment or sexual violence is required to report it immediately to their immediate supervisor or to People and Culture. They may also be required to participate in an investigative process.

In the event of a serious or violent event where there has or will be grievous bodily harm, the employee, student, or volunteer should contact emergency services (i.e. police, paramedics) prior to alerting their workplace security officials and/or their Supervisor. The following are the measures and procedures for the immediate summoning of emergency assistance when workplace violence is occurring or is believed to be imminent:

1. Locate a close and safely accessible land line or cell phone and dial 911;
2. Inform the 911 dispatcher what emergency service is required;
3. Provide details of your location (floor number, best entrance, parking lot/level)
4. Provide a contact number (office phone number or a cell phone number or another contact person such as your manager or Human Resources); and
5. Follow the instructions provided by the 911 dispatcher.

Any individual who makes threats, exhibits threatening behaviour, or engages in violent acts while in the workplace shall be removed from the premises as quickly as safety permits. If the individual is a worker, they shall not be permitted to return to the workplace during the investigation and until such time as the outcome of the investigation so permits. Workers are not to attempt

to remove individuals from the premises without the assistance of either security or the Police.

If CCS becomes aware that domestic violence would likely expose a worker to physical injury in the workplace, CCS will take every precaution reasonable in the circumstances to protect the worker.

Any employee, student, or volunteer who has obtained an order of protection or restraining order against an individual should notify People and Culture and, where possible, provide them with a picture of that individual.

Direct Supervisors:

Employees Leaders (Supervisors, Managers, and Directors) have an obligation to model professional behaviour and respond quickly to concerns and incidents of sexual harassment, and not ignore, condone or tolerate such behaviour.

Employee Leaders who are made aware of concerns of sexual harassment, threats, violence or inappropriate sexual conduct must report it immediately to the Director, People and Culture, so that emergency response measures can be taken.

Employee Leaders may be required to participate in an investigation process.

Failure to act in such circumstances may also be a violation of the *Human Rights Code*, the *Occupational Health & Safety Act* and CCS's own policy and will be subject to Performance Recovery.

People and Culture:

The Director, People and Culture, when made aware of an incident of sexual violence or sexual harassment, will conduct an immediate and impartial investigation, and take appropriate steps to remediate or prevent the prohibited conduct from continuing.

The Director, People and Culture will make recommendations to the Executive Director concerning any performance recovery, security measures, and action plans resulting from the investigation for approval. Decisions made by the Executive Director concerning outcomes of a sexual harassment investigation will be binding.

People and Culture will, where appropriate, establish and execute a safe and secure plan to ensure the safety of CCS employees

Retaliation
Prohibited:

Retaliation against an individual because the individual has filed a complaint, assisted another person to file a complaint, assisted or participated in an

investigation of an alleged violation of this Policy, or filed an administrative claim with a provincial government authority, including the applicable human rights tribunal, is strictly prohibited. Any worker found to have engaged in such retaliatory conduct shall be subject to disciplinary action, up to and including termination of their employment for just cause.

**Investigation
Procedures:**

CCS will promptly address all complaints regarding violations of this Policy where the reported complaint meets the definition of sexual violence or sexual harassment as outlined in this Policy in accordance with the following procedures.

If appropriate, the possibility of informal resolution may be explored and reached with the consent of the complainant. If informal resolution is inappropriate or unsuccessful, all reported complaints of sexual violence and sexual harassment that meet the definition of sexual violence or sexual harassment as outlined in this Policy will be promptly, thoroughly and objectively investigated by the Director, People and Culture or designated third party investigator. In either case, the investigator will be impartial and neutral. Where possible, the investigator will be an individual who did not make the original determination with respect to whether or not the complaint meets the definition of sexual violence or sexual harassment as outlined in this Policy.

The investigation will be conducted as quickly as possible under the circumstances, keeping in mind the importance and necessity of conducting a thorough and diligent investigation.

CCS will be sensitive to the interests of all parties involved, and information obtained about an incident or complaint within the scope of this Policy will be kept confidential, unless disclosure is necessary for purposes of the investigation or taking corrective action, or as otherwise required by law.

Investigations will include the following steps:

Step 1

The Director, People and Culture will meet with each party separately to explain the investigation process, including the:

- Expected timetable;
- Overall process (interviews, review of documented evidence);
- Roles and responsibilities of anyone involved in the investigation (the CCS, Supervisors, workers, investigator, others);
- Confidentiality of the investigation; and
- Interim measures to limit the potential for discrimination, violence, or harassment, if required.

Step 2

The investigator will gather evidence by speaking separately with both the complainant and respondent. If the parties agree on the details of what happened, the investigator will proceed to Step 5. If they do not agree, he or she will interview witnesses or other involved parties to determine what happened, where it happened, when it happened, what words may have been used, and the perceived impact.

Step 3

The investigator will review the evidence and will submit a report to CCS with conclusions as to whether the evidence supports or does not support the complaint of violence or sexual harassment and, if applicable, recommendations for a remedy.

Based on the report, CCS will determine whether violence or sexual harassment occurred.

Step 4

Following the completion of the investigation, the complainant and respondent, if workers, will be notified of the results of the investigation.

Step 5

If CCS determines that violence or sexual harassment occurred, CCS will take prompt corrective action commensurate with the circumstances, within an appropriate timeframe, to be determined at the conclusion of the investigation.

If corrective action is required, it will be CCS' aim to fully address the incident and ensure that future sexual violence or sexual harassment does not persist.

Actions may include:

- Counseling
- Education and training
- Formal written or verbal apology
- Mediation between the parties
- Discipline

If the person who engaged in the violation is not employed by CCS, then CCS will take reasonable action to protect its employees under the circumstances.

The respondent shall be informed promptly of any corrective measure deemed appropriate by management as a result of the investigator's findings.

Appropriate action will also be taken to deter any future sexual violence and sexual harassment, which may include:

- Updating this Policy's policy statement;
- Putting new preventive steps in place;
- Updating and providing training, education, and information for all workers; and
- Reminding Supervisors and workers of their duties regarding violence and sexual harassment.

Discipline:

If discipline is recommended as a result of an investigation, CCS will take such disciplinary action as it deems appropriate to the degree of the transgression (and other premeditated or mitigating circumstances); such disciplinary action may include any remedy up to and including immediate dismissal for just cause.

Examples of discipline include:

- Letter of reprimand from CCS
- Removal of certain employment privileges
- Suspension with or without pay
- Termination for just cause, even if the person committing the act has committed no prior offences or engaged in previous acts in violation of this Policy.

The outcome of the investigation, including any action to be taken, will be filed in the personnel file of the worker who engaged in the violence or sexual harassment.

References

HR Policy
2.02 Respectful Workplace
5.01 Health and Safety