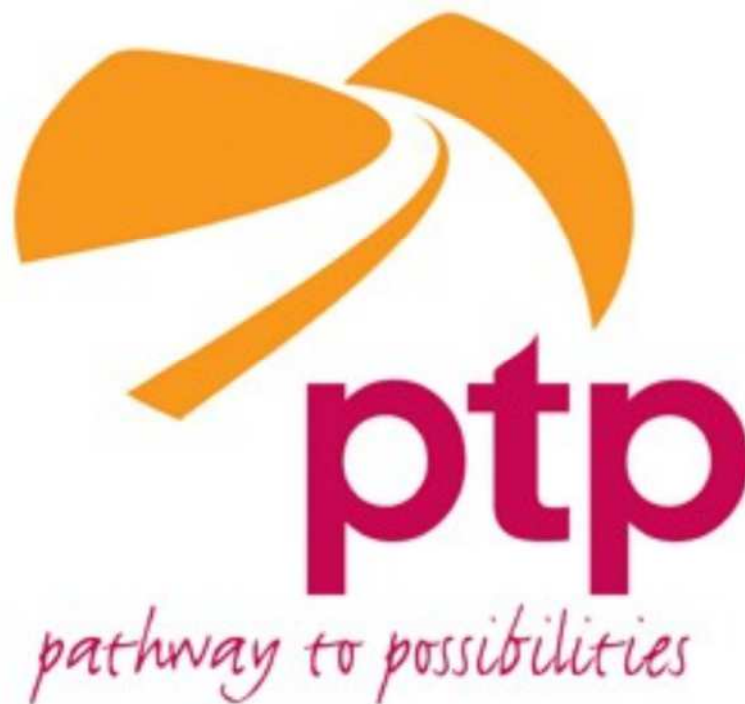


# **Personnel Policies and Procedures Manual**



PTP - Adult Learning and Employment Programs

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# **PTP PERSONNEL POLICIES AND PROCEDURES MANUAL**

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## **Table of Contents**

<b>1. INTRODUCTION</b>	<b>4</b>
<b>1.1 Welcome Letter</b>	<b>4</b>
<b>1.2 Organization Profile</b>	<b>5</b>
<b>1.3 Employment Principles</b>	<b>10</b>
<b>1.4 Amendments to Policies and Procedures</b>	<b>11</b>
<b>2. STANDARDS OF CONDUCT</b>	<b>12</b>
<b>2.1 Code of Conduct</b>	<b>12</b>
<b>2.2 Copyrights</b>	<b>13</b>
<b>3. EMPLOYMENT POLICIES</b>	<b>14</b>
<b>3.1 Employment Equity</b>	<b>14</b>
<b>3.2 Recruitment and Selection</b>	<b>16</b>
<b>3.3 Reference Checking</b>	<b>19</b>
<b>3.4 Employment Agreement Letter</b>	<b>20</b>
<b>3.5 Confidentiality and Non-Disclosure</b>	<b>21</b>
<b>3.6 Personnel Records</b>	<b>22</b>
<b>3.7 Probationary Period</b>	<b>24</b>
<b>3.8 Orientation of New Hires</b>	<b>25</b>
<b>3.9 Job Descriptions</b>	<b>26</b>
<b>3.10 Standard Hours of Operation</b>	<b>27</b>
<b>3.11 Hours of Work and Scheduled Breaks</b>	<b>28</b>
<b>3.12 Attendance</b>	<b>30</b>
<b>3.13 Allowances and Expenses</b>	<b>31</b>
<b>3.14 Termination of Employment</b>	<b>33</b>

<b>4. COMPENSATION</b>	<b>37</b>
4.1 Timesheets	37
4.2 Remuneration	38
4.3 Pay Statements and Deductions	39
4.4 Salary	40
4.5 Salary Increases	41
4.6 Lieu Time	42
<b>5. EMPLOYEE BENEFITS</b>	<b>43</b>
5.1 Vacation	43
5.2 Statutory and Public Holidays	45
5.3 Absence from Work	46
5.4 Group Health Benefits	53
5.5 Supplementary Unemployment Benefit (SUB)	54
<b>6. EMPLOYEE RELATIONS</b>	<b>55</b>
6.1 Addressing Employee Concerns	55
6.2 Respect in the Workplace/Violence, Harassment and Discrimination	56
6.3 Management by Objectives	66
6.4 Professional Development and Training	67
6.5 Performance Improvement and Corrective Action	68
6.6 Accessibility for Ontarians with Disabilities	70
6.7 E-Mail and Internet Usage	72
6.8 Social Media	74
6.9 Privacy and Personal Information/PIPEDA	77
6.10 Fraud Prevention and Investigation	80
6.11 Workplace Accommodation on Basis of Disability	83
<b>7. EMPLOYEE HEALTH, SAFETY AND WORK ENVIRONMENT</b>	<b>84</b>
7.1 Health and Safety	84
7.2 Accident Reporting	87

## **1. INTRODUCTION**

### **1.1 Welcome Letter**

Effective Date: November 20, 2007

Revision Date: November 28, 2012

The policies and procedures outlined in this manual establish the position of PTP Adult Learning and Employment Programs with respect to the working relationship between PTP (the employer) and its employees.

PTP is committed to providing and supporting policies and procedures that enhance both the work experience of its employees and the learning experience of the participants, clients and stakeholders it serves. It is important for employees to understand their roles as members of the PTP team in order to have a productive working and learning environment.

Changes in policy may be made from time to time to meet the operational needs of PTP as well as legislative requirements, and where possible timely notice of these changes will be provided to employees.

## 1.2 Organization Profile

Effective Date: November 20, 2007

Revision Date: November 28, 2012

PTP Adult Learning and Employment Programs is a non-profit community-based organization that provides programs and services to adults who often face barriers to employment. PTP was formed in 1992 under the Labour Adjustment Initiative. In 1998, PTP became an incorporated non-profit agency, and in 2009 it obtained charitable status.

In 1992, PTP had four small training centres, delivering a range of upgrading services to assist displaced workers' transition into other training or employment. In 1995, PTP moved to two large training centres and by 1997 began to address job search needs by developing a job finding club. In 1998, PTP began to focus on workforce literacy programming. Over the years, PTP has continued to expand to encompass a broad and varied range of programs and services, and to carry out research and resource initiatives to assist adults with reaching their goals of further education or training toward successful employment.

PTP takes a leadership role in workforce literacy program and resources development both locally and nationally. PTP's focus is on fostering a workforce literacy model of program delivery, including curriculum guidelines, instructional resources, standardized assessment tools, as well as conducting research to determine best practices. These have all helped position PTP as a leader, not only in Ontario, but across Canada in preparing adults in literacy programs for work. PTP continues to actively pursue opportunities and initiatives that broaden its expertise and contribution to the adult education field at large.

### **Governance**

Governance is carried out by a volunteer Board of Directors with expertise related to adult education, financial management, human resources and organizational development. The Board includes an Executive (Chair, Vice-chair, Treasurer, Communications officer), as well as Finance, Personnel, Governance and Ad Hoc committees.

### **Organizational Management**

Organizational management includes the Executive Director, who reports to the Board of Directors, and the management team, who report to the Executive Director. The team is comprised of Directors and Program Managers.

### **Financial, Governance, and Management Documents**

PTP has financial, governance, and management documents including: Terms of Reference for all Board committees, Policies and Procedures Manual, Financial Policies Manual, Responsible Management Checklist and a Strategic Plan.

**Funders**

PTP receives funding for its programs and services from the Ministry of Training Colleges and Universities, Toronto Employment and Social Services, and pursues grants and project funding through proposal submissions.

### **Mission, Vision and Values**

PTP's mission, vision and value statements guide employees in organizational development and planning, and most importantly, in our day to day work at PTP.

**Our Mission:** To provide basic skills education, upgrading, job search and related services to adults preparing for employment, training or further education.

**Our Vision:** Empowering adults to learn and find work they value.

### **Our Values:**

#### **We value the right to learn and work.**

- We seek to create better opportunities in education and employment.
- We help people identify interests and skills, connect them to employment goals and related, realistic pathways to success.

#### **We value people - their individuality and dignity.**

- We create a positive, supportive learning, teaching and working environment that encourages personal growth through reflection, goal setting and on-going assessment.
- We acknowledge individual strengths and challenges.
- We aim to accommodate special needs.
- We provide support services to enhance individual well-being and goal achievement.
- We respect the skills, knowledge, commitment and hopes of clients and staff.

#### **We value open communication.**

- We build trust and listen without judging.
- We give, and respond to, constructive feedback.

#### **We value diversity and community.**

- We are inclusive and collaborative.
- We encourage active participation and celebrate our shared accomplishments.

#### **We value accountability.**

- We deliver effective, flexible, and integrated programs responsive to client needs.
- We follow policies and procedures that treat people fairly.
- We negotiate agreements with funders that best serve our client groups.

#### **We value innovation and leadership.**

- We use research and materials development to meet, evaluate and refine PTP's program objectives.
- We recognize the role of community partners in achieving our mission.
- We strive for excellence.

## **Customer Service Quality Standards**

### **Fostering a culture of customer service**

- We value people and ensure that customers are treated with respect and courtesy
- We create a welcoming environment for all customers
- We seek to provide our services in a timely manner that meet customer expectations and needs
- We provide resources and information on effective customer service practices to our staff and volunteers

### **Client centred environment**

- We provide an orientation process so that participants get a clear understanding of our programs and services
- We provide information and referral services to a variety of agencies, services and programs to meet individual needs
- We support participants to access community supports that they require

### **Confidentiality**

- Our agency strictly honours the need for confidentiality of service
- Our agency is committed to the protection of privacy and personal information of our customers
- We have privacy policies and procedures in place that meet the requirements of the Personal Information Protection and Electronic Documents Act

### **Inclusion and Accessibility**

- We value and respect diversity in all its forms, including: age, gender, race, ethnicity, culture, physical and intellectual ability, religion, beliefs, sexual orientation and educational background
- We seek to accommodate people with disabilities and special needs wherever possible
- We adhere to the Canadian Human Rights Act and all appropriate government legislation

### **Feedback Process**

- Our agency has a process in place to identify our key customers and determine their needs
- We promote a culture of openness and transparency where participants, volunteers, referral partners, funders, community organizations, and all stakeholders have the opportunity to provide both informal and formal feedback on our services
- We conduct regular check-ins with participants about their experiences in our agency



- We regularly gather feedback from other customers about the effectiveness of our agency's operations
- We follow up on any issues, questions, concerns, or needs raised by our customers

### **Continuous Improvement**

- We regularly assess our customer service practices and improve as needed
- We track and review feedback from our customers and change our customer service practices if needed
- We seek input from people who are not currently customers, but who may still require our services
- We stay informed of effective practices in customer service and adapt our own practices as appropriate

### **Complaint and Resolution Process**

- We encourage customer feedback—whether positive or negative
- We have clear processes in place for stakeholder complaints, including policies about who receives and responds to complaints, response timelines, confidentiality and mechanisms for follow-up
- Our customer complaint procedures are visible and accessible
- We follow up on complaints within an agreed upon timeframe and manner

### **Referrals**

- We support participants to access and participate in other training, employment and community services to help them to meet their goals
- We actively link and coordinate services with a wide variety of community partners in order to best meet the needs of participants
- We are knowledgeable about resources and services provided in our community and make effective client referrals
- We have a process in place to follow up on our referrals to ensure that participants' needs were successfully met

### **Commitment to excellent customer service quality**

- We commit to communicating with customers, whether in person, over the telephone, online or via email, in a professional and respectful manner
- We provide clear and accurate information about our programs and services to diverse community stakeholders
- We use a variety of appropriate methods and tools to communicate with our customers
- We use clear language design principles for agency brochures, promotional materials and website design to make them more accessible
- We commit to responding to telephone calls, emails, and requests submitted via our website within a set number of business days.

### 1.3 Employment Principles

Effective Date: November 28, 2012 Revision Date:
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#### **Purpose**

The policies in this manual express principles that are intended to guide, direct and support PTP employees in all aspects of their work and work relationships.

#### **Policy**

PTP is committed to the principles of equity and fairness in all aspects, terms and conditions of employment. The organization is committed to treating people with respect and dignity, and to offer equal employment opportunities based upon an individual's qualifications and performance, free from discrimination and harassment.

Each individual is responsible for ensuring the principles outlined in the manual are adhered to throughout all work activities.

## 1.4 Amendments to Policies and Procedures

Effective Date: November 20, 2007

Revision Date: November 28, 2012

The policies and procedures in this manual are meant to provide employees with information relevant to their employment with PTP and are designed to serve as a resource. Employees are encouraged to read through the manual carefully and after reviewing the contents, to direct any questions to their immediate supervisor or manager.

The administration of this policy, including revisions, is the sole responsibility of the Executive Director. The Board of Directors will grant overall approval of any and all revisions. Any amendments to the personnel policy require the review and approval of PTP's Board of Directors.

Notwithstanding any changes that may be made due to particular circumstances, the personnel policy will be thoroughly reviewed every three (3) years, under the direction of the Board of Directors, and with the participation of other stakeholders, to ensure it reflects the changing needs of PTP and its employees.

Management is responsible for drafting job descriptions for new positions, re-evaluating current positions if significant changes in job content occur, and conducting salary surveys periodically or when required.

## 2. STANDARDS OF CONDUCT

### 2.1 Code of Conduct

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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#### **Purpose**

To describe PTP policy with respect to providing a work culture for employees, clients and other business contacts that fosters mutual respect, collegiality, and promotes excellence in professional conduct.

#### **Policy**

PTP expects responsible and appropriate conduct by individuals while employed at PTP. In line with this expectation, PTP has established a "Code of Conduct".

The Code of Conduct is as follows:

1. Employees shall treat all individuals they encounter while engaged in PTP business with respect at all times, respecting the rights, opinions and freedom of expression of others.
2. Employees shall devote a full measure of their time, effort, knowledge and expertise to the completion of job responsibilities.
3. Employees shall use their best efforts to promote the interests of PTP and shall use discretion when it becomes necessary to disclose any information about PTP business.
4. Employees shall respect the nature of their relationship with clients and the professional responsibility to clients inherent in their positions. Employees shall not undertake any relations with clients that may undermine the credibility and respectability of PTP or jeopardize in any way the professional nature of their positions and the organization.
5. Employees shall respect the confidentiality of all information obtained about clients, colleagues and other stakeholders.
6. Employees shall adhere to all PTP policies and procedures.

## 2.2 Copyrights

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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### **Purpose**

To protect confidential business information that is copyrighted by the organization.

### **Policy**

All written materials, plans, goods and services, or other materials in which copyright or property rights can exist which are prepared by an employee in the course of their employment shall be the sole property and copyright of PTP.

All materials developed for or by PTP will be maintained on-site at PTP when deemed appropriate. Upon termination of employment, employees shall deliver to PTP all documents, correspondence, plans, or other written material, and any copy thereof, and other physical property that belong to PTP or is obtained during the course of employment with PTP. Any copyrighted items not returned to the organization prior to the last day of employment may result in action being taken by PTP.

### 3. EMPLOYMENT POLICIES

#### 3.1 Employment Equity

Effective Date: November 20, 2007

Revision Date: November 28, 2012

##### **Purpose**

To establish PTP's commitment to providing equal employment opportunities to all individuals.

##### **Policy**

The purpose of the Employment Equity Act is to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women, aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.

Employment Equity is an on-going planning process used by an employer to:

- Identify and eliminate barriers in an organization's employment procedures and policies;
- Put into place positive policies and practices to ensure the effects of systemic barriers are eliminated; and
- Ensure appropriate representation of designated group members throughout their workforce (see below).

The goal of Employment Equity is to:

- Eliminate employment barriers for the four designated groups identified in the Employment Equity Act: women, persons with disabilities, Aboriginal people, members of visible minorities;
- Remedy past discrimination in employment opportunities and prevent future barriers;
- Improve access and distribution throughout all occupations and at all levels for members of the four designated groups;
- Foster a climate of equity in the organization.

PTP adheres to equal opportunity employment practices for all employees without regard to race, colour, ancestry, place of/ethnic origin, religion, citizenship, age, gender, sexual orientation, record of offences, marital status, family status, handicap or pregnancy.

Every member of the PTP team is expected to uphold this policy as a matter of mutual respect and fundamental fairness in human relations. Employees are to ensure that non-discriminatory practices are followed at all times.

## 3.2 Recruitment and Selection

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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### **Purpose**

To establish criteria and guidelines for attracting and selecting employees for job vacancies at PTP.

### **Policy**

#### **a) Hiring Policy**

PTP will provide equal access to employment opportunities for all qualified candidates without regard to race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, record of offenses, marital status, family status, handicap or any other prohibited ground of discrimination specified by the Ontario Human Rights Code. Employment opportunities are and shall be open to all applicants, on the basis of their qualifications, experience and abilities.

#### **b) Initiating a Hiring**

Upon identification of the need to recruit candidates for a position, managers will review the job description and candidate specifications with the Executive Director. The recruitment process will be determined based on the position to be filled and the requirements of the organization.

All due consideration will be given to internal candidates who wish to apply.

PTP is not required to fill a vacancy by way of an internal job posting. If there are no qualified internal applicants identified throughout the recruitment process, PTP may fill the vacancy by either promoting an existing employee (and providing training), or initiating an external hiring process.

The final approval of the Executive Director is required in order to proceed with the hiring of any new employee or internal transfer.

#### **c) Internal Candidates**

Whenever possible, the primary candidate for a vacant position will be a current PTP employee. Internal job postings will be sent to all employees via email and circulated throughout the organization for at least three (3) business days prior to the commencement of an external search.

Consideration will be given to those employees who fit the following open position criteria: knowledge, skills and ability.

Employees interested in responding to an internal posting are required to advise their manager and may be required to submit their resume and a written statement



about their interest in the position. All internal candidates will be considered for the vacant position. Management and the Executive Director will keep the employee's candidacy strictly confidential.

In certain circumstances, for example with special projects or if a time constraint dictates immediate action, and if an employee is identified who clearly meets all the requirements of a position, a manager may appoint an employee to the vacant position without following an internal posting process.

#### **d) External Candidates**

In the event that PTP considers it necessary to seek candidates from outside of the organization, the search will commence with an external posting.

The hiring manager will coordinate the external search process that begins when candidates apply for employment and ends when an employment agreement is signed.

Open job positions will be advertised outside of the organization. Application forms and/or resumes will be accepted from external candidates. Interviews will be arranged with those candidates who meet the qualifications and requirements for the position as specified in the posting. Every effort will be made to ensure that more than one hiring manager is present during the interviewing of external candidates. This will allow management the opportunity to share their views on the potential candidate's skills, knowledge and soft skills fit with PTP's work culture. Reference checks will be conducted by the hiring manager on those candidates who are most qualified for the position. *(Please refer to Reference Checking policy 3.3.)*

All PTP employees are welcome to refer qualified external candidates to their manager or the Executive Director.

#### **e) Concurrent Internal/External Candidates**

In certain circumstances, for example with special projects or if a time constraint dictates immediate action, a vacancy may be posted both internally and externally at the same time. Under these circumstances the competition will be fair and equitable, as described above in section **d**).

#### **f) Hiring Protocol**

PTP will make an offer of employment to the successful candidate. Employment offers may be done informally, through verbal discussions, and then followed by a written letter of offer stating the terms and conditions of employment. *(Please refer to Employment Agreement Letter policy 3.4.)*

Continuance of employment with PTP is based on a probationary period for the first three (3) consecutive working months of employment. During which period performance will be reviewed on an ongoing basis to assess the employee's progress within their new role, as well as the individual's fit within PTP's culture. *(Please refer to Probationary Period policy 3.7.)*

No candidate will be advised of the outcome until the chosen candidate has accepted the offer either verbally or in writing. Management will advise all interviewed candidates not selected for the position of the final hiring decision.

**g) Hiring Documentation/Record-Keeping**

Documentation will be kept in files maintained specifically for the hiring process in the Executive Director's office for those candidates being considered for a position. These files will include relevant materials, such as:

- Job Calls, Requests for Proposals and copies of job advertisements
- Applications and Resumes received
- Hiring process documentation, such as interview questions
- Listing of interviewees and documentation from interviews
- References done for main candidates

These files are confidential. PTP may remove and discard them one year after the completion of the hiring process.

The only documentation to be transferred to an employee's personnel file at the time of hire is their Employment Agreement Letter, resume and reference contact responses.

### 3.3 Reference Checking

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To describe the guidelines for obtaining employment and educational reference verifications on new employees joining the organization.

#### **Policy**

Employment at PTP is dependent on PTP obtaining satisfactory references. The hiring manager must contact references prior to making an offer of employment, as the reference checks will be deemed a condition of the offer of employment.

Reference checks are conducted to:

- Confirm the background information that has been provided by the candidate (i.e. education, employment, etc.),
- Support impressions of the candidate's strengths and areas for development (i.e. suitable skills, motivation and initiative, etc.), and
- Provide information about the candidate's work habits.

The following steps must be followed to conduct a successful reference check:

1. The reference check must be performed with the individual's knowledge and full consent
2. Every effort must be made to ensure that a reference checking process does not harm or jeopardize the potential employee's current employment or position
3. More than one reference is required to finalize a hiring. References might include a colleague, a manager, a subordinate or a peer
4. References obtained should be summarized in written form
5. References should not include personal matters except if knowledge of such matters leads to a better understanding of how the individual's work performance was effected, as appropriate
6. Negative information should be supported by more than one reference

*(Please refer to the Privacy Act/PIPEDA policy 6.9.)*

### 3.4 Employment Agreement Letter

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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#### **Purpose**

To ensure all required components are included in an Employment Agreement Letter for either a permanent and/or temporary employee.

#### **Policy**

##### *Offers of Employment*

The person who will be responsible for making the offer of employment will be determined at the start of the hiring process. Offers of employment must be reviewed and approved by the hiring manager and Executive Director.

##### *Permanent/Temporary Employment*

**Permanent employee:** An employee who has been hired for a position **without** a pre-determined time limit. Upon completion of his/her probationary period, a permanent employee will be entitled to the benefit package.

**Temporary Employee:** An employee who has been hired for a position **with** a determined time limit. Upon completion of his/her probationary period, a temporary employee will be entitled to continuous employment until his/her end date.

1. An Employment Agreement Letter will be given to new employees when offered employment with PTP.

The Employment Agreement Letter will include salary/wage rate, start date, and end date if required, position title, will make reference to the three (3) month probationary period and will also outline benefits and vacation entitlement. Copies of both PTP's Employee Handbook and the Job Description for the position will be provided with the letter.

2. All new employees are required to sign a letter of acknowledgement stating they have read and understood the Personnel Policies and Procedures Manual.
3. Two (2) copies of the Employment Agreement Letter will be signed before commencing work. Both PTP and the new employee will retain a copy for their records.

### 3.5 Confidentiality and Non-Disclosure

Effective Date: November 28, 2012

Revision Date:

#### **Purpose**

To ensure all confidential matters related to PTP are protected.

#### **Policy**

All employees of PTP are required to sign a Confidentiality and Non-Disclosure Agreement when they begin employment.

In the course of their employment, PTP employees may be privy to information about PTP business either directly or indirectly, in writing, conversation, or through observation, which PTP does not wish to have disclosed to other persons, companies, or a third party.

Employees shall keep confidential any information obtained about clients and/or PTP in the course of their employment, except where that information is required for the functioning of PTP, in which case, employees shall give the information only to the party that requires the information. In all other cases confidential information shall not be disclosed without the written consent of PTP. *(Please refer to Privacy Act/PIPEDA policy 6.9.)*

Upon direction from the Executive Director, employees shall keep confidential any and all other matters concerning PTP. Discussion of PTP matters at professionally related meetings should not be considered a breach of this policy, provided that employees exercise discretion.

When employees are unsure of the appropriateness of a request for information, the request should be directed to their manager. The Executive Director will represent PTP publicly and answer any inquiries on behalf of the organization.

The disclosure of any information contrary to this agreement may result in termination.

### 3.6 Personnel Records

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To identify the reasons for collecting and the protocols for storing and accessing personal information.

#### **Policy**

Under the Ontario Employment Standards Act, 2000, all employers must keep written records about each person they hire.

The employee's personnel file usually contains data considered to be personal information that the employee is or should be aware of, such as employment application, dependent information, salary or wage adjustments, job history, transfers, promotions, job performance evaluations, leave of absence requests and authorizations, employee training records, disciplinary records and attendance and absenteeism records, etc.

As an employer, PTP's responsibilities are:

- Before or when any personal information is collected, identify why it is required and how it will be used
- Document why the information is collected
- Inform the employee from whom the information is collected why it is needed
- Identify any new purpose for the information and obtain the employee's consent before using it

To give employees access, PTP's responsibilities are:

- Explain how it is or has been used and provide a list of any organizations to which it has been disclosed
- Give employees access to their information
- Correct or amend any personal information if its accuracy and completeness is challenged and found to be deficient
- Provide a copy of the information requested, or reasons for not providing access

Employees of PTP can examine, in the presence of their manager or the Executive Director, the information that is in their file to ensure the information is accurate, complete and up-to-date.

A personnel file for each employee will be kept in the Executive Director's office. Access to personnel records is limited to the employee's manager, the Executive

Director and the Board of Directors. It is understood that directors shall have access only through the Executive Director and only to the extent that is necessary to conduct the business of PTP. The Executive Director's file shall be kept in the office of the Executive Director. It is also understood that those who have access to personnel files will use the information gained only in relation to matters relevant to the running of PTP and/or providing letters of reference for employees.

No information regarding an employee's performance, behaviour or work habit will be placed in their file without a copy of the document being given to the employee who will then initial a copy to acknowledge receipt.

**a) Update of Employee Information**

Employees are responsible for immediately notifying their manager of any change in name, dependants, address or telephone number so that the individual's file will be current. This information includes home address and telephone number, contact names in case of emergency, bank information for payroll deposits as well as any information pertaining to benefits coverage.

**b) Employee/Former Employee Privacy of Information**

Each employee/former employee has the right to privacy with regard to personal information. *(Please refer to the Privacy Act/PIPEDA policy 6.9.)*

Only upon receipt of written request from the employee/former employee may written or verbal reference checks be provided about an employee/former employee to an external party. Due to the potential legal implications of providing specific information on an employee's/former employee's performance, without said written request, only the following information can be provided:

- 1) Employment history
- 2) Positions held
- 3) Reason for leaving (e.g. resignation, lay off, termination)

PTP is required to keep employee files for three (3) years after the record is made or work performed within the Province of Ontario. Name, address, and date of commencement and termination of employment must be kept for three years after termination.

### 3.7 Probationary Period

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To establish a time period to assess a new employee's suitability as a potential member of the PTP team.

#### **Policy**

All employees are hired on a minimum three (3) month probationary basis. Throughout the probationary period, management will evaluate all aspects of the employee's work, including skill base, overall previous experience as stated in the interview process, work ethic, attitude and potential for development, to ensure organizational standards are met. With a written request and management authorization, significant absences during the probationary period may extend the period by the length of the absence.

During the probationary period, management is responsible for:

- Ensuring each new employee receives proper orientation to PTP's working environment and culture;
- Ensuring new employees receive adequate coaching and training to enable them to be successful in the workplace;
- Monitoring the progress of new employees during the probationary period;
- Recommending whether or not the employee's employment continues after the end of the probationary period.

At the end of the first three (3) months, the employee's manager will meet with the employee to discuss his/her progress to date. Permanent or continuous employment will be subject to successful completion of the probationary period. If the employee's manager is not completely satisfied with the progress achieved in the first three (3) months, the probationary period may be extended for an additional time period. Employees will be given written confirmation of their extended probationary period and/or their continuous employment at PTP.

During the first three (3) months of employment, a new PTP employee may be terminated for any reason, with or without cause, in which case PTP will have no obligation to the employee, neither to provide notice, nor to pay in lieu of notice.

Vacation benefits will accrue during the probationary period. *(Please refer to Vacation policy 5.1.)*

Employee group health benefits for permanent full time and part time employees will commence upon successful completion of the probationary period. *(Please refer to Group Health Benefits policy 5.4.)*



### 3.8 Orientation of New Hires

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To ensure orientation practices and procedures are consistent, helpful and informative.

#### **Policy**

Orientation practices at PTP are established to ensure new employees are treated in a fair and consistent manner. PTP's aim is to ensure all new employees feel welcome, comfortable and supported as they adjust to their new role and responsibilities.

#### *Administrative Matters*

Managers will provide all new employees with the following critical information about their employment either prior to, or on the first day of work.

- Signed employment agreement
- Signed Confidentiality and Non-Disclosure Agreement
- Acknowledge receipt of Email and Internet Usage Policy
- Job description
- Employee Handbook/Personnel Policies and Procedures Manual, Vision, Mission and Values
- Organizational chart
- Reporting structure
- Benefits information if applicable
- Review of Timesheet Procedures
- Introduction to coworkers
- Tour of facilities
- Work schedule
- Safety and Security
- Availability of a "mentor" if applicable
- Other information deemed appropriate by the manager

Orientation Practices may include, but are not limited to:

- Creating comfort and rapport by allowing new employees to visit other programs or departments to get a full understanding of PTP activities
- Matching new employees with a 'buddy' or 'mentor' to help with introductions and to support a deeper understanding of organizational culture
- Meeting with the Executive Director to discuss 'big picture' issues and the organization's strategic directives

### 3.9 Job Descriptions

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To outline the duties, responsibilities and reporting structure for all job categories at PTP.

#### **Policy**

Job descriptions at PTP provide an outline of the main areas of responsibility for each position and PTP's expectations of the employee holding the position. Each job description states both the nature and the level of the work that the employee performs, **including the position's basic purpose, duties, responsibilities, and reporting relationships.**

A job description will accompany each new employee's Employment Agreement. It is within PTP's discretion to amend the job description of an employee to meet the changing needs of the organization. Any such amendments will be reviewed and discussed with the employee holding that position.

All PTP employees are expected to undertake a variety of tasks and responsibilities and to share the burden of mundane tasks that may not be directly related to their professional role and/or primary responsibilities. For example, administrative and housekeeping tasks such as filing and dishwashing should be shared by all employees and not be the domain of a specialized position.

PTP employees are encouraged to bring forward, either to their manager or to the Executive Director, new concepts or approaches they may be interested in developing. New initiatives that expand and improve PTP's programming and new opportunities for professional development contribute greatly to the quality of services PTP can offer to participants attending its programs. To this end, job descriptions will have a degree of flexibility that accommodates individual initiatives while maintaining established programs.

PTP is committed to maintaining up-to-date job descriptions for each position within the organization and one will accompany any new position that is created.

*Please refer to listing of Job Descriptions at <http://www.ptp.ca/about-ptp/hr-documents/>.*

### 3.10 Standard Hours of Operation

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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#### **Purpose**

To confirm PTP's standard hours of operation.

#### **Policy**

PTP's standard hours of operation are Monday to Friday 8:30 a.m. to 4:30 p.m. Most PTP programs and services are offered during these hours and so this policy refers to these hours of operation. Any variation of the hours worked must be discussed with and agreed upon by the employee's manager. *(Please refer to Absence from Work policy 5.3.)*

PTP offers other programs and services such as its Academic Upgrading Program which is delivered in the evening, outside the standard hours of operation. Hours for other programs and services may vary depending on participant needs.

### 3.11 Hours of Work and Scheduled Breaks

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To verify the hours of work and scheduled breaks for PTP employees.

#### **Policy**

As PTP's staffing needs change in response to the demands of the community, hours of work may fluctuate, the actual starting and ending times for each employee will be governed by the requirements of the individual's job, business operations and programs as well as client requirements. However, where practical, an employee may, with the approval of their direct supervisor, adopt a flexible working schedule on a daily basis.

Any significant deviation from normal work schedules should be discussed with the employee's direct supervisor beforehand. As well, on occasion, the hours worked may extend beyond those normally scheduled and these arrangements will be made with the employee's direct supervisor.

#### HOURS OF WORK

##### **a) Instructional Staff**

Instructional Staff have varying work hours as outlined in their employment agreements.

All instructors work within the parameters of a thirty-five (35) hour work week. These hours are a combination of instructional and preparation time.

An instructional (or contact) hour is defined as time spent directly engaged in the delivery of program content with a group of learners.

Instructional hours range from a minimum of one (1) to a maximum of twenty-three (23) contact hours per week.

Preparation time is equivalent to 53% of a contact hour. In other words, for every contact hour there are 32 minutes of prep time.

For example:

23 contact hours x 53% = 12 prep hours (35 hour work week)

12 contact hours x 53% = 6.5 prep hours (18.5 hour work week)

It is understood that instructors use prep time on lesson preparation and related activities that support the development of the program(s) they teach and the progress of their learners.

Instructors are also required to attend meetings outside of scheduled hours, work an occasional evening or weekend, submit written reports, and undertake other duties as required.

All instructors are expected to be on site fifteen (15) minutes before their first class of the day and remain after their last class to address participants' questions, concerns and needs as required.

**b) Non-Instructional Staff**

Non-instructional staff work varying hours, which are defined in individual employment agreements.

1. Full-time positions are thirty-five (35) hours per week and may include occasional evening or weekend work.
2. Any position less than 35 hours is comprised of an agreed-upon number of hours as outlined in individual employment agreements.

All staff may be required to attend meetings outside of scheduled hours.

All staff are expected to be on site and prepared to commence work at their scheduled time.

SCHEDULED BREAKS

**a) Instructional Staff**

For daytime programs, there are three (3) breaks per day—morning, lunch and afternoon—scheduled for instructors at regular intervals in between classes.

**b) Non-Instructional Staff**

All PTP employees not considered instructional staff, who work 35 paid hours per week are entitled to the following break:

Lunch break: One (1) hour.

Administration and support employee breaks must be scheduled at varying times to ensure reception and telephone coverage from 8:30 a.m. through 4:30 p.m.

Lunch breaks are to be taken between 11:00 a.m. and 2:00 p.m. Employees are not required to remain on the premises during this time.

All employees are encouraged to be conscientious about observing the time limits for lunch and breaks and are expected to return from scheduled breaks on time.

### 3.12 Attendance

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To manage absenteeism within the organization in a fair and consistent manner with the following objectives:

- Assist employees in achieving optimum attendance at work by making every reasonable effort to provide accommodation, assistance and rehabilitation;
- Provide guidance to management who are responsible for dealing with attendance issues;
- Maximize operational efficiency and quality.

#### **Policy**

All employees of PTP play a vital role and are expected to be prompt and regular in their attendance. Occasionally there are good reasons for being late or absent from work. As well, PTP recognizes that employees may require time off due to illness, family emergencies or other situations.

In the case of authorized absences, including but not limited to sick leave, vacation, jury duty, maternity/parental leave, emergency leave, the employee is required to submit the appropriate documentation, whenever possible, prior to commencing the leave.

Employees unable to attend work as scheduled must notify their manager, as soon as possible or at least two (2) hours prior to the start of their work-day, providing the reason for the absence and the expected date of return. Employees unable to contact their manager directly, shall leave a voicemail, as well as contact another manager or colleague.

Employees are expected to schedule all medical or personal appointments outside of scheduled work hours. However, PTP understands that at times an appointment may be booked during work hours (e.g., to see a specialist). When this is the case, it is the employee's responsibility to determine whether the requested time off will be deducted as vacation time or accumulated lieu time (if applicable). Appropriate advance notice must be given to the employee's manager in writing (e.g. by email).

### 3.13 Allowances and Expenses

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To outline the responsibilities of PTP and its employees with respect to business expenses incurred and reimbursement.

#### **Policy**

All expense claims should be submitted for processing at the end of the month in which the expense is incurred, and never beyond the fiscal year in which the expense was incurred.

#### Allowances and expenses recognized by PTP

##### **a) Mileage**

PTP reimburses mileage expenses to employees for the use of their personal vehicles while conducting PTP business. Employees must submit a claim form for reimbursement of expenses detailing the number of kilometres, date travelled and purpose of the trip.

The distance for routes regularly travelled will be established and consistent. As there are always exceptions (i.e. construction, accidents, etc.), an explanation is required to be noted on the reimbursement form. Please note, the established mileage, one-way, between the east and west PTP centres is 24km.

The distance travelled from home to work is not eligible for reimbursement. In instances when someone travels directly to a meeting or another location for PTP related business that is further than the distance to work, the home-to-work distance should be deducted from the amount claimed. In instances when someone travels directly to a meeting or another location for PTP related business that is closer than the distance to work, then there is no travel claim. To establish the home-to-work distance, all employees making claims must submit their regular mileage for this distance to the Finance Department.

To determine the route and mileage of any and all destinations, please refer to MapQuest.

Reimbursement rates are reviewed periodically and are set at the beginning of each calendar year. This reimbursement rate can be obtained from the Finance Department.

**b) Expenses**

Original receipts must accompany expense claims for the purchase of any resources and supplies. Any expenses incurred by employees for PTP must have the prior approval of their manager.

Expense Reimbursement forms can be obtained from PTP's server.

**c) Travel**

Original hotel, flights, including boarding passes, car rental, and/or taxi receipts must accompany travel expense claims.

Meals are reimbursed on a per diem as per the treasury board rates.

<http://www.njc-cnm.gc.ca/directive/travel-voyage/s-td-dv-a3-eng.php>

Travel expense claim form can be obtained from PTP's server.



### 3.14 Termination of Employment

Effective Date: November 28, 2012

Revision Date:

#### **Purpose**

The purpose of this policy is to ensure that employees, whose employment is terminated, either voluntarily or involuntarily, are treated fairly and in a consistent manner.

#### **Policy**

Terminations arise from resignation, retirement, involuntary termination and/or indefinite layoff. All terminations shall be handled in a fair and lawful manner.

Employees who resign or retire from their employment with PTP voluntarily will be asked to participate in an exit interview. The exit interview is a confidential, constructive tool used to gather feedback from departing employees on their work experience in order to improve working conditions for current employees.

Indefinite layoffs and involuntary terminations require the review and written approval of the Executive Director. An employee who is released for disciplinary reasons or inability to perform work usually will receive notice, written or otherwise, prior to involuntary termination proceedings being implemented. PTP will comply with all the requirements of the Ontario Employment Standards Act with respect to all terminations.

It is the responsibility of the Executive Director to ensure this policy is administered consistently and fairly. Managers of terminated employees are responsible for ensuring all necessary procedures and documentation is followed and appropriately filed in the employee's personnel file.

#### **a) Resignation**

When employees make the decision to resign from their position, they must notify their manager, or the Executive Director, in writing stating their intended last day of work. A copy of this letter will be retained in the individual's personnel file.

Employees are expected to provide at least two (2) weeks' written notice in advance of the effective date of resignation. Employees resigning from more senior positions may be expected to provide a longer period of notice in keeping with their job responsibilities as PTP will need sufficient time to find a replacement.

Voluntary retirement is deemed to be a resignation from employment for the purposes of this policy.

Under The Ontario Employment Standards Act, employees who resign voluntarily are not entitled to severance pay or any other monies except pay for all work performed

and any vacation pay accrued in accordance with PTP policy and applicable provincial legislation.

PTP may, in its absolute discretion, reduce the period of notice to the minimum notice requirement as per the Ontario Employment Standards Act. At the expiry of this period, no further obligations shall be owed by PTP to the individual.

## **b) Involuntary Termination**

### **Termination With Cause**

Neither wilful, deliberate or continuing misconduct, nor illegal actions will be tolerated by PTP. Conduct during working hours, organization-sponsored events, or on the work premises considered sufficiently serious for termination with cause might include the following:

- Wilful, deliberate or continuing misconduct, disobedience or insubordination
- Wilful neglect of duty or gross violation of PTP policies and procedures
- Violating safety or health practises, or engaging in conduct that creates a safety or health hazard
- Disclosing or using (directly or indirectly) for personal purposes propriety or confidential information
- Actual or threatened physical violence or abuse towards other employees, clients or students; sexual or other harassment of another employee, client or student
- Unethical or criminal actions; deliberately destroying or damaging organization property or employee property
- Possessing or bringing firearms, weapons, alcohol or illegal drugs to the organization's property
- Consuming alcohol or using illegal drugs while on PTP premises
- Inappropriate use of organization's computer and communications equipment, including e-mail and internet.

An employee whose employment is terminated with cause will be advised in person, wherever possible, with at least two (2) people from management present. The employee will be provided with a letter of cessation of employment at the time of their termination or within 48 hours of the meeting. The employee is expected to sign an acknowledgement of the letter, which sets out the effective date of termination.

No notice or payment in lieu of notice is required for an employee whose employment is terminated with cause.

### **Termination Without Cause**

In some situations it may be necessary to terminate employment without cause. Employees who are being terminated without cause are protected by the Ontario Employment Standards Act and are entitled to termination notice and/or severance pay, based on how long they have been employed by PTP.

An **Involuntary Termination** shall be fully documented by the releasing manager and discussed with the Executive Director and Board of Directors prior to any termination discussion with the employee.

In the case of generally unsatisfactory performance, which does not justify termination with cause, every effort will be made by PTP to work with the employee to correct the performance problem. If the performance problem continues, a decision will be made as to whether it is a termination with or without cause. Both the employee's manager and the Executive Director will make this decision.

**c) Notice of Involuntary Termination/Indefinite Layoff**

If eligible, an employee who is continuously employed for more than three (3) months and who is terminated involuntarily, or placed on indefinite layoff, shall receive written notice of termination, or pay in lieu thereof, in accordance with the provisions of the Ontario Employment Standards Act.

For greater clarity, a person is not eligible for notice of termination if that person:

- Is employed on a temporary basis for a definite term or task;
- Is placed on a temporary layoff;
- Is or has been guilty of wilful misconduct or disobedience or wilful neglect of duty that has not been condoned;
- Is laid off after refusing an offer of reasonable alternative work;
- Is on layoff and does not return to work within a reasonable time after being requested to do so;
- Is employed as a casual employee;
- Voluntarily retires from employment; or
- Has a contract of employment that is or has become impossible to perform or is frustrated by an unforeseen event or circumstance, unless the frustration or impossibility results from the employee's illness or injury.

The employee will be advised in person that their employment is being terminated and the terms of the termination/severance package will be explained. A notice of termination will be given to the employee outlining the details of the proposed severance package. The employee will be requested to sign the letter and/or waiver stating the information package has been received and explained. The employee has the right to seek legal counsel before agreeing to accept the package offered. Should the employee not sign the letter at the time of discussion/meeting, a deadline will be given to the employee to review and return a signed copy.

The terminated employee will be asked to sign a release form before any monetary settlement is released other than those payments specified by employment standard legislation. The completion of this form will release PTP from any future liability and protects the confidentiality of the organization's information.

As outlined above, and legislated by the Province of Ontario, PTP will provide reasonable notice to employees. However, when reasonable notice is inappropriate, PTP will offer payment in lieu of notice.

Lay-offs may be necessary at PTP due to circumstances beyond its control, such as a loss in funding or low registration, or due to reorganization. Where possible, PTP will provide employees with as much notice as possible of any changes in their employment status. However, when a temporary layoff lasts for 13 weeks, it will be deemed a termination, and the termination date will be deemed the first day of the layoff.

In the event that PTP must reduce the size of its workforce, or in the case of a redundancy or re-organization, individual skill and ability, quality of performance and where those factors are relatively equal, length of service will be taken into account when considering which employees will be let go. Where possible, those employees being let go will be provided with as much notice as reasonably possible.

When it becomes necessary to lay off 10 percent or more PTP employees at a time, the Board of Directors, in consultation with the Executive Director, will determine a process to be followed based on the circumstances of the layoff.

In the event of job abandonment, an employee who is absent from their job for three (3) consecutive working days or more without advising their direct manager, and without valid reason for not advising PTP, will be considered to have resigned from their position.

## 4. COMPENSATION

### 4.1 Timesheets

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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#### **Purpose**

To define proper procedures to be followed to ensure that hours worked are tracked properly and that employees are paid in a timely and accurate manner for all hours worked.

#### **Policy**

Employees must keep accurate time records and submit timesheets regularly as required.

The data contained on timesheets provides important information necessary to efficiently operate the organization. Timesheet information is used to assist in:

- Employee payroll
- Monitoring employee data such as vacation, lieu time and absence
- Providing information to auditors
- Preparing applications to government and private funding sources

Timesheets must be submitted to the manager by three o'clock (3:00 p.m.) on the Friday before payday. This allows managers sufficient time to review and approve timesheets prior to their required submission to finance at the close of business that same day.

Employees must record on their timesheets an explanation for any days off, this includes unpaid time. *(Please refer to Vacation policy 5.1, Statutory and Public Holidays policy 5.2, Absence from Work policy 5.3.)*

All personal information collected by the employer for payment purposes is kept strictly confidential. *(Please refer to Privacy Act/PIPEDA policy 6.9.)*

## 4.2 Remuneration

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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### **Purpose**

This policy outlines employment wage and best practices with respect to “total compensation” which includes base pay and indirect pay.

### **Policy**

#### **a) Base pay**

Hourly wage or salary is paid on a bi-weekly basis one week in arrears. The scheduled payday for all salaried employees is every second Friday which results in twenty-six (26) pays per year.

PTP payroll is administered through ADP Canada’s computerized payroll system, allowing employees to be paid by direct deposit. All employees are required to provide a void cheque or a letter from their bank to PTP upon commencement of employment and are responsible for notifying finance department of any changes to their banking information. Adequate notice of any changes must be given to ensure there is no disruption in payroll services.

#### **b) Indirect pay**

PTP employees also receive compensation through indirect pay which is also known as “employee benefits”. These benefits consist of non-cash items which are not included as part of base pay. These include pay for time not worked (such as paid holidays and leaves), professional development and training, a comprehensive group health benefits package, staff appreciation days, and in some cases paid parking.

### 4.3 Pay Statements and Deductions

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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#### **Purpose**

To establish payment of wages and standard deductions for employees of PTP.

#### **Policy**

Pay Statements administered by PTP are as follows:

##### *Wage Statements*

On payday, PTP will provide the employee with a wage statement that sets out the wage rate and pay period for which wages are being paid. Gross and net amount are also reflected on the wage statement as well as vacation, other work-related deductions and the purpose of each deduction.

##### *Vacation*

If an employee takes vacation, PTP will report the vacation pay that is being paid out separately from the amount of other wages on the wage statement. (*Please refer to Vacation policy 5.1.*)

##### *Deductions*

Ontario employers are required to make Statutory Deductions. These compulsory deductions are taken from an employee's wages and include deductions for Federal Income Tax, Employment Insurance and Canada Pension Plan.

All employees are required to complete the standard TD1 form upon commencement of employment, and each year thereafter should there be a need to adjust the amount of tax deductions.

As well, Long Term Disability premiums for employees who enrol in the PTP benefits plan will be deducted for each pay period.

## 4.4 Salary

Effective Date: November 20, 2007

Revision Date: November 28, 2012

### **Purpose**

To establish clear guidelines as to competitive salaries for PTP employees based on market analysis and survey research.

### **Policy**

PTP compensation is determined by reviewing previous organizational history, market survey data and comparable positions in the field. Survey sources of information include local school boards, comparable community based organizations, community colleges and employment service agencies in and around Toronto.

PTP will conduct periodic market surveys on salary ranges to ensure PTP salaries are in-line with current employment market standards and targeted positions within that market.

PTP, dependant on funding for programs, projects, and services will negotiate salaries based on the organization's planning and budget and will, to the best of its ability, secure competitive salaries for its employees.



## 4.5 Salary Increases

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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### **Purpose**

To describe the process and circumstances in which PTP employees receive salary increases.

### **Policy**

PTP's policy is to pay competitive salaries within the limits of its current financial situation. Job promotions, or upward re-classification, may be accompanied by a salary increase. Situations will vary due to a variety of factors including internal equity.

When an employee is promoted and his/her current salary is below the minimum of the new job classification range, the salary will be brought within the minimum of the new position held. Lateral transfers will not necessarily be accompanied by a salary increase. However, management will review this on an individual basis.

The Executive Director will review all factors pertaining to compensation. These factors may include cost of living increases as dictated yearly by the Consumer Price Index (CPI). When this is the case, employees will receive salary adjustments in keeping with current market conditions and PTP budgets.

Any increases that have an overall impact on PTP's finances, such as a cost of living increase, must be approved by the Board of Directors prior to proceeding.

## 4.6 Lieu Time

Effective Date: November 28, 2012

Revision Date:

### **Purpose**

To explain organizational policy and to establish guidelines with respect to lieu time.

### **Policy**

Employees are required to be present during PTP's core business hours. Exceptions to the core hours will occur only when doing so allows for better servicing of PTP's clients or as agreed between the employee and their direct manager or the Executive Director.

As a not-for-profit organization, overtime pay is not accounted for in the overall budgets for programs and projects. However, PTP will grant employees the opportunity to "bank time", otherwise referred to as lieu time for extra hours worked under exceptional circumstances.

A total of one (1) week (equivalent to 35 hours) can be banked as "lieu time" in a fiscal year. The following conditions also apply:

- Lieu time cannot interfere with on-going projects and deadlines, therefore must be taken during slower periods of business
- To request lieu time off, written advanced notice of one (1) week must be provided to the manager or the Executive Director
- Lieu time must be taken within six (6) months of the week in which it is earned.

If an employee's job ends before he or she has taken the "time off in lieu", the employee will receive overtime pay, no later than five (5) days after the date the employment ends, or on what would be PTP's next pay day, whichever is later.

## 5. EMPLOYEE BENEFITS

### 5.1 Vacation

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To establish guidelines with respect to vacation entitlement, vacation with pay, vacation without pay and related administrative procedures.

#### **Policy**

PTP recognizes that vacations are important to the continued well-being of employees.

Annual vacation time off with pay is provided to all permanent, full-time/part-time employees. Temporary employees are entitled to vacation pay in accordance with the Ontario Employment Standards Act.

Employee vacation schedules must be pre-approved by the manager, and will conform to the operational needs of the organization. A request for time off must be submitted in writing to the employee's manager for approval a minimum of four (4) weeks in advance of the requested period.

Annual vacation benefits are based on the employee's date of hire. Employees are required to take the minimum annual vacation day requirements as outlined in the ESA. Unused vacation may not be carried over into the next calendar year, except with written permission by the Manager, and will be limited to one (1) week carry-over subject to the minimum vacation entitlements prescribed by the Ontario Employment Standards Act. It is the employee's responsibility to use any vacation days that are carried over within the first three (3) months of the following fiscal year, before June 30<sup>th</sup>.

For those employees who receive a greater vacation benefit other than regulated under the Employment Standards Act, and don't use this vacation entitlement within the three (3) month period, may risk losing this time. Although employees will be encouraged to use their vacation time accordingly, management reserves the right to extend the three (3) month limitation period as required based on business activities in which employee flexibility will be required.

**Instructors** must take their vacations during training breaks. Training breaks occur during the year when instruction stops and participants do not attend PTP for class work. The schedule for these breaks will be determined at the beginning of each calendar year by the Executive Director. For those instructors whose entitlement goes beyond the scheduled training breaks, scheduling of vacation time must be

approved by their manager a minimum of four (4) weeks in advance of the requested period.

For those instructors whose entitlement doesn't cover the scheduled training breaks, unpaid vacation time will be required.

Years of Continuous Employment	Annual Vacation Entitlement
Less than 1 year	Upon completion of the probationary period, in the first year an employee may take vacation on a pro-rated basis. Full vacation entitlement may be taken prior to completion of one full year of employment at the discretion of the manager.
Between 1 - 2 years	10 days
With 2 full years	15 days
With 5 full years	20 days
With 10 years or more	25 days

An employee's vacation period does not include any statutory holidays that may fall within the period of time requested off.

Should an employee voluntarily decide to leave the organization or if his or her employment is terminated prior to the end of the vacation entitlement year, the employee's pay on termination will be adjusted to reflect any vacation pay the employee received but has not yet earned as of the date of departure. When an employee leaves the organization any unused earned vacation entitlement will be included in the employee's final pay.

Vacation selection will be granted on a first come, first served basis. While making every reasonable effort to accommodate all requests for vacation periods selected, management reserves the right, based on business activities, to limit the number of employees taking vacation at the same time.

## 5.2 Statutory and Public Holidays

Effective Date: November 20, 2007

Revision Date: November 28, 2012

### Purpose

To confirm the number of approved statutory and organizational holidays and to provide guidelines for eligibility.

### Policy

In the province of Ontario, PTP recognizes that there are ten (10) established, official paid holidays each year. These Statutory and Public holidays are as follows:

New Year's Day	Simcoe Day (Civic Holiday)
Family Day	Labour Day
Good Friday	Thanksgiving
Victoria Day	Christmas Day
Canada Day	Boxing Day

PTP also provides employees with an additional annual paid vacation day: Easter Monday.

At the beginning of each calendar year, PTP will prepare a tentative Holiday Schedule for the year outlining the specific dates PTP will be closed.

Where a statutory or public holiday falls during an employee's vacation, the day shall be considered a paid holiday and shall not count as a vacation day. If a designated holiday occurs on a Saturday or Sunday, it will normally be observed on the working day immediately preceding or immediately following the actual holiday, dependent on community practice and the needs of the business.

Employees are required to take statutory and public holidays as time off on the scheduled day.

An employee becomes eligible for statutory holiday pay immediately upon being hired. However, the statutory holiday pay is based on average weekly earnings over the previous twenty (20) days worked.

### 5.3 Absence from Work

Effective Date: November 20, 2007 Revision Date: October 06, 2010 Revision Date: November 28, 2012
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#### **Purpose**

To outline acceptable legislated and non-legislated leaves of absence and their associated administrative procedures.

#### **Policy**

PTP recognizes that while employees are expected to come to work as set out in their employment contract, special circumstances may arise in which they require a paid or unpaid leave of absence.

Employees must notify their manager of any absence as soon as possible and a minimum of two (2) hours prior to the start of their work-day, and must indicate the probable duration of the absence. To enable managers of front-line workers (such as instructors and facilitators) to arrange for coverage, after-hours contact numbers are provided. PTP will not pay for any time lost due to illness or other reason on any day when timely notification of absence has not been given. Unless the nature of the absence makes this impossible, notification must be made by the employee.

Employees absent from work due to illness or other reasons for longer than three (3) consecutive days must report periodically by telephone or e-mail, as discussed with and required by their manager.

All compensation and benefit programs in which the employee is participating will be maintained during authorized absences. Exceptions apply in cases of extended Leaves of Absence requested by an employee for non-medically related reasons as stated below. All paid leaves of absence must be taken at the time of the event.

At PTP, employees' vacation entitlement time will continue to accrue during periods of short-term disability, pregnancy/parental or adoption leave, childcare leaves of absence and jury duty absence. It is understood that vacation days accrued are unpaid. Vacation time does not accrue during leaves of absence granted due to extended vacation, extended pregnancy leave, long-term disability or for personal reasons such as sabbaticals.

#### **a) Legislated**

##### **1) Family Medical Leave**

An employee is entitled to a leave of absence without pay of up to eight weeks to provide care or support to a family member if a qualified health practitioner issues a certificate stating that the individual has a serious medical condition with a significant risk of death occurring within a period of twenty-six (26) weeks or less of the date of certificate issuance.

For a list of who is classified as a family member under this policy, please refer to <http://www.labour.gov.on.ca/english/es/pubs/guide/family> for more details

The employee's manager must authorize an absence of this nature. Employees who wish to take a family medical leave shall advise their manager in writing that they will be doing so. If the employee must begin the leave before advising the employer, the employee shall advise the employer of the leave in writing as soon as possible after commencing it. If requested by the employer, the employee shall provide the employer with authorized medical documentation as soon as possible.

## **2) Pregnancy, Parental and Adoption Leave**

An employee who has at least thirteen (13) weeks of employment before the expected date of birth is entitled to and shall be granted a pregnancy leave of absence without pay, not exceeding seventeen (17) weeks in duration provided she:

- i) Submits a written request for Pregnancy Leave at least two (2) weeks before the date on which the leave is to commence; and
- ii) If requested, provides a certificate from a legally qualified practitioner stating the expected date of birth.

Pregnancy leave may commence no earlier than seventeen (17) weeks before the expected birth date and no later than the earlier of the employee's due date of the day on which the employee gives birth. Such leave shall be a continuous period and not intermittent.

Pregnancy leave of an employee who is entitled to take parental leave ends seventeen (17) weeks after the leave began. Pregnancy leave of an employee who is not entitled to take parental leave or who elects to take parental leave, ends on the latter of the day that is seventeen (17) weeks after the leave began or the day that is six (6) weeks after the birth, still-birth or miscarriage.

An employee who is the parent of a child is entitled to parental/adoption leave without pay, up to a maximum period of thirty-five (35) consecutive weeks if the employee also took pregnancy leave or thirty-seven (37) weeks otherwise, following the birth of the child (new-born child of the parent and, in a case of an adopted child, a child who has not reached the age of compulsory school attendance) or when the child comes into the custody, care and control of a parent for the first time.

An employee who is entitled to parental leave in addition to pregnancy leave must commence that leave upon the expiry of pregnancy leave, unless the child has not yet come into the care and control of the employee.

Note that EI has a two (2) week unpaid waiting period for each benefit.

During pregnancy, parental or adoption leave, an employee who is eligible to participate in pension plans, life insurance plans, extended health care programs, and/or dental plans, may continue to participate in those plans, unless the employee

elects in writing not to do so or the employee provides written notice that she does not intend to pay the required contributions, if any, to the plan(s). If employee contributions are required, the employee is responsible for paying those contributions unless, prior to taking leave or within two (2) weeks thereafter, the employee notifies PTP in writing of her intention to discontinue contributions during the leave period. Benefits do not accrue during the leave if required employee contributions are not paid. An employee wishing to continue benefits during the leave will be required to provide either post-dated cheques or make other suitable arrangements regarding payment of his/her portion of premiums for benefit coverage.

On expiry of a pregnancy, parental or adoption leave, an employee who returns to work shall be reinstated in the position occupied by the employee at the commencement of the leave, or if that position is not available, in a comparable position with not less than the same wages and benefits.

An employee may end a pregnancy, parental or adoption leave earlier than planned provided the employee gives at least four (4) weeks of written notice of the date on which the employee intends to return to work.

An employee who does not intend to return to work after the pregnancy, parental or adoption leave ends is also required to provide at least four (4) weeks of written notice of termination. An employee who fails to return to work upon the expiry of their leave and fails to provide a written notice of termination as required by the Employment Standards Act, is deemed to have voluntarily resigned their employment effective with the expiry of the leave.

### **3) Declared Emergency Leave**

An employee is entitled to an unpaid leave of absence from work if the employee is not able to perform his or her employment duties as a result of an emergency declared under the *Emergency Management and Civil Protection Act*, where the employee is either the subject of an order under the Act, or under the *Health Protection and Promotion Act*, or is needed to provide assistance to a family member.

The *Emergency Management and Civil Protection Act* gives the Premier and/or Cabinet the power to:

- Order the evacuation of an area, control travel into an area, and requisition property;
- Stop price gouging;
- Authorize those who would not otherwise be eligible to do so, to perform certain duties, (e.g., allowing doctors from other jurisdictions to work in Ontario for the duration of the declared provincial emergency);
- Establish facilities for the care, welfare, safety, and shelter of individuals, such as emergency shelters and hospitals;
- Close any place, whether public or private, including any business, office, school, hospital, or other establishment or institution; and



- Authorize facilities, such as electrical generating facilities, to operate as necessary to address the emergency.

The Act may be used only during defined provincial emergencies and does not relate to everyday occurrences in the province. It includes strict guidelines for determining whether or not a provincial emergency should be declared. There is also a maximum fourteen (14) day limit for the initial declaration, and the Legislative Assembly, on the recommendation of the Premier, may by resolution extend the period of an emergency for additional periods of no more than twenty-eight (28) days.

For the purposes of this legislation, the definition of "family member" is the same as that used for personal emergency leave, as follows:

- Employee's spouse;
- Parent, step-parent, or foster parent of the employee or the employee's spouse;
- Child, step-child, or foster child of the employee or the employee's spouse;
- Employee's brother or sister;
- Grandparent, step-grandparent, grandchild, or step-grandchild of the employee or the employee's spouse;
- Employee's child's spouse; and
- Any person dependent on the employee for care or assistance.

As with personal emergency leave, the employee must advise PTP that he or she is taking the leave, and if the employee begins the leave before advising PTP the employee shall advise PTP of the leave as soon as possible after its commencement. If required by PTP, the employee must provide evidence of entitlement to the leave. The leave would continue as long as the emergency conditions described above apply. Should the emergency be extended for a further period, the employee's entitlement to unpaid declared emergency leave would also continue.

Entitlement to the unpaid emergency leave during a declared emergency would be in addition to the regular ten (10) days unpaid personal emergency leave currently provided under the *Employment Standards Act*, in relation to personal illness, injury or medical emergency, or the death, illness, injury, medical emergency, or urgent matter concerning a family member as set out above.

The provisions regarding continuation of seniority and benefits, vacation entitlement, reinstatement on the expiration of the leave, and the prohibitions against discipline or dismissal because of leave are the same as those covering pregnancy leave.

## **b) Non-legislated**

### **1) Sick Leave**

Upon successful completion of the probationary period, all part-time and full-time employees are entitled to **sick days with pay** on a short-term basis.

An employee may be excused from work when ill for a short-term period. For absences due to illness longer than three (3) days, PTP has the right to request a medical certificate verifying an individual is unable to assume their normal working

duties. If the absence is anticipated to be longer than five (5) working days, the employee's manager must be advised of the projected return to work date.

Employees who are unable to work because of sickness, injury, or quarantine for a longer period of time, may apply directly to the government for Employee Insurance Sickness Benefit. At time of print, the E.I. Benefit has a two (2) week waiting period and may be paid up to fifteen (15) weeks. To receive sickness benefits, employees are required to have worked for 600 hours in the last fifty-two (52) weeks or since their last claim. *(Please refer to Supplementary Unemployment Benefit policy 5.5.)*

## **2) Other Dependent Care Days**

[Maximum five (5) paid dependent care days per year]

An employee may be excused from work for a short-term period in order to provide care/or make arrangements for care when a dependent family member is ill. A dependent family member is defined as the following:

- A child, step-child or foster child of the employee or the employee's spouse/partner
- The employee's spouse/partner
- A dependent parent, step-parent or foster parent of the employee
- Any person dependent on the employee for care or assistance.

All dependent care days must be approved by management. For absences due to illness longer than three (3) days, PTP has the right to request a medical certificate verifying that a dependent family member's illness makes it impossible for them to assume their normal working duties. If the absence is anticipated to be longer than five (5) working days, the employee's manager must be advised of the projected return to work date.

## **3) Bereavement Leave**

In the event of a death of a member of an employee's immediate family, an employee is entitled to and shall be granted Bereavement Leave for the purpose of arranging and/or attending the funeral.

Employees are eligible to take up to five (5) consecutive working days paid leave for bereavement of an immediate family member or significant other person. For the purpose of this policy, immediate family includes a spouse, child, parent, brother, sister, grandparent, grandchild, legal guardian, mother-in-law, father-in-law, son-in-law, daughter-in-law, and spousal cohabitant/common law. Generally, one (1) day is the established norm at PTP for employees to attend to funeral obligations, depending on the travel required.

PTP reserves the right to require an employee to provide evidence of the need for Bereavement Leave.

#### 4) Jury Duty

Employers are required by the Employment Standards Act to allow employees time off for jury duty. Although the law does not require employers to pay an employee's salary during jury duty, PTP's employees shall receive **paid leave up to a maximum of four (4) weeks** if called to jury duty or subpoenaed as a witness upon submission of proof to their manager of such a request. The maximum weeks will be paid out dependent of PTP's budgetary limitations.

A copy of the jury duty summons and all other associated paperwork are required for the personnel file and are to be submitted to the individual's direct manager as soon as notification is provided by the courts.

#### 5) Unpaid Personal Leaves

In consultation with the Executive Director, a manager may grant leave **without pay** to an employee for periods of up to four (4) weeks. Such cases are at the discretion of the manager and Executive Director and are granted only under exceptional circumstances. An unpaid personal leave granted under this section shall be in accordance with the following:

PTP shall provide employees with up to four (4) weeks **unpaid** personal leave. Employees who wish to take such leave shall advise their manager in writing a minimum of four (4) weeks prior to the commencement of the leave that they will be doing so and advise of their anticipated return date. If an employee takes any part of a day as leave under this section, PTP may deem the employee to have taken one day's leave on that day for the purposes of subsection.

PTP may require an employee who takes unpaid personal leave to provide reasonable evidence in relation to the circumstances that the employee is entitled to the leave.

#### 6) Sabbaticals

Sabbaticals may be granted, at the discretion of the Executive Director, for various purposes such as pursuing studies or extended travel.

Employees with five (5) or more years of continuous employment may apply for a sabbatical once every five (5) years. Approval of requests will be dependent on various criteria, including length of employment, job performance, and the operational needs of the organization. Requests should be submitted to the Executive Director for approval a minimum of three (3) months before the requested start date. Sabbaticals may be granted for up to one (1) year.

#### 7) Secondments

From time to time, PTP employees may be asked to undertake work at another organization on a temporary basis. If the position presents the opportunity for an employee's professional development and furthers the goals of PTP, a leave for secondment opportunities may be granted at the discretion of the Executive Director. Secondments may be granted for up to one (1) year.

### **8) Religious Holidays**

PTP employees practicing religions with sacred days of observance other than those listed under the organization's Statutory and Civic Holiday policy will be given time off without pay, or they may take vacation time for observance of special days within their religious traditions.

Employees who wish to take recognized religious holidays off from work must discuss this in advance with their manager. At a minimum, employees are encouraged to provide at least two (2) weeks' advance notice of the absence.

## 5.4 Group Health Benefits

Effective Date: November 20, 2007 Revision Date: November 28, 2012
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### **Purpose**

PTP considers its benefits' program an addition to overall compensation. Benefits assist employees in many ways by meeting unexpected and planned events, while continuing employment.

### **Policy**

Upon successful completion of their probationary period, all permanent full-time or part-time employees are eligible to enroll in PTP's Benefits' Program administered through the Chamber of Commerce. Permanent part-time employees are required to work a minimum of 21 hours per week to be eligible for benefits.

The following benefits are included in the program:

- Life and Accidental Death and Dismemberment Insurance
- Extended Health Care, Dental Care and Vision Care
- Travel Medical Coverage
- Long Term Disability

Costs for the benefits program are shared between PTP and the employee. PTP covers all medical premiums except Long Term Disability, which is covered by the employee. Premiums that are paid by the employee will be directly deducted from the employee's pay each pay period and submitted to Chamber of Commerce Benefits Plan by PTP on behalf of the employee.

At the beginning of employment, managers will direct all new employees to the materials that detail the benefits program and the employee's obligations within the program.

Employees are required to enrol in the program within thirty (30) days of completion of their probationary period. Failure to submit application forms to the insurance organization within this timeframe may result in the employee being required to complete a medical disclosure form and a possible delay in coverage start-up.

All eligible employees will be issued an enrollment certificate along with detailed information regarding the program's coverage.

Claim forms are available at each PTP site, as well as online at Chamber of Commerce website, along with information on submitting claims. Employees are also reminded to keep a copy of all claims submitted as well as any other documentation or correspondence undertaken with the insurer.

## 5.5 Supplementary Unemployment Benefit (SUB)

Effective Date: November 20, 2007

Revision Date: November 28, 2012

### **Purpose**

To outline the benefits paid out to an employee due to unexpected injury or illness and related administration procedures.

### **Policy**

The purpose of the Supplementary Unemployment Benefit (SUB) is to supplement Employment Insurance (EI) benefits during an employee's temporary leave period due to unexpected illness or injury.

For an employee to be eligible for this benefit, the employee must:

- Be a permanent employee of PTP working a minimum of twenty-five (25) hours per week
- Be absent from work during a period when the employee would normally be required to work
- Have a physician's orders outlining the course of treatment which is inconsistent with the employee continuing to work

On top of what is paid out by Employment Insurance (usually 55% of the employee's salary), PTP will top up this benefit depending on the years of employment, as follow:

- If employee has five plus (5+) years of employment, PTP will top up to 95%
- If employee has two to five (2-5) years of employment, PTP will top up to 85%
- If employee has one to two (1-2) years of employment, PTP will top up to 75%
- If employee has less than one (1) year of employment PTP will top up to 65%

SUB is available to employees who are unable to work due to unexpected illness or injury who qualify for up to fifteen (15) weeks of EI Sick Benefits. Note that EI has a two (2) week unpaid waiting period for the benefit. To receive the benefit, employees must have completed the three (3) month probationary period and worked 600 hours in the last fifty-two (52) weeks or since their last claim.

The maximum benefit will be paid out dependent on PTP's budgetary limitations.

## 6. EMPLOYEE RELATIONS

### 6.1 Addressing Employee Concerns

Effective Date: November 20, 2007

Revision Date: November 28, 2012

#### **Purpose**

To ensure that positive employee relations and communication processes are practiced throughout the organization.

To describe the process that employees should follow if they have any issues or complaints regarding employee relations, regulations, compliance, working conditions or management practices.

#### **Policy**

All employees have the right to raise issues and complaints they may have about the manner in which they are treated. In most situations, employees should address job-related issues, questions or complaints with their manager. The most appropriate solution will often be reached at this level.

All issues will be treated in strict confidence as deemed appropriate and will be explored in a timely manner, including private discussions with all concerned. A manager may be required to report a complaint to the Executive Director, and subsequently, the Executive Director may be required to report a complaint to the Board of Directors. Written notes may be required depending on the gravity of the complaint.

Employees and their managers are encouraged to work towards an early and equitable resolution of problems when they occur. Whether related to a person's areas of responsibility and/or interpersonal issues, problems are best resolved through discussion and problem solving by the parties involved.

If this initial contact does not resolve the matter, or if the employee is not comfortable addressing the concern with their manager, the complaint should be referred to the Executive Director. The Executive Director will also respond to appeals regarding decisions taken or unresolved issues in the workplace. All employees have the right to bring serious and persistent problems to the attention of the Executive Committee of the Board of Directors.

Should an employee have an issue with the Executive Director, they can discuss it directly with the Board of Directors or the organization's Human Resource Consultant Dinah Bailey. Employees also have access to discuss confidential matters with the HR Consultant. Contact information for both Board of Directors and HR consultant is available to employees on PTP server.

This also pertains to cases related to harassment concerns. *(Please refer to Respect in the Workplace/Violence, Harassment and Discrimination policy 6.2.)*

## 6.2 Respect in the Workplace/Violence, Harassment and Discrimination

Effective Date: November 20, 2007

Revision Date: November 28, 2012

### **Purpose**

The Ontario Human Rights Code commits PTP to providing a harassment-free work environment where every employee is treated with respect and dignity as outlined. PTP employees are expected to conduct themselves in a professional and ethical manner while at work or while representing PTP. This policy provides information pertaining to various forms of prohibited conduct.

### **Policy**

All employees are entitled to a supportive work environment in which they are treated with respect, in an equal manner and free of harassment.

Harassment, discrimination, or violence inflicted on an individual or group on the basis of race, sex or gender, sexual orientation, disability, national or ethnic origin, colour, religion, marital status, or any other legally protected category is prohibited at PTP. This policy applies to all employees and clients, and extends to cover the PTP workplace and any work-related and/or employee social functions.

Employees who violate this policy will be subject to appropriate disciplinary action, up to and including immediate termination if circumstances warrant. *(Please refer to Termination of Employment policy 3.14.)*

This policy applies to the following forms of conduct:

- a) Workplace Violence
- b) Domestic Violence
- c) Workplace Harassment
- d) Sexual Harassment
- e) Racial/Ethnic Harassment
- f) Workplace Bullying
- g) Robbery, Fighting, Violent/Illegal Acts

*Note: The inclusion of these specific forms of conduct must not be taken to mean that PTP will ignore other forms of reprehensible conduct.*

Employees and all individuals with whom PTP conducts business or to whom it delivers services have the right to a safe and respectful environment that is free of violence and harassment. Violence, harassment, bullying, threats and intimidation on PTP premises, at any PTP event or wherever PTP conducts business will not be tolerated whether perpetrated by an employee, or client, consultant, or other visitor. PTP will make every effort to identify possible sources of violence or harassment and



will implement procedures which eliminate or minimize the risks created by such situations.

All employees are responsible for creating and maintaining a safe work environment free from violence and harassment. PTP will take seriously all allegations of violence and harassment in relation to its workplace regardless of the identity of the victim, the grounds for the offensive conduct or whether such is perpetrated by a PTP employee, client, consultant, or member of the general public. If perpetrated by an employee, any such conduct will give rise to disciplinary sanctions up to and including termination of employment.

## **Definitions and Procedures**

### **a) Workplace Violence**

#### Definition

Workplace violence is defined in the *Occupational Health and Safety Act* as the exercise, or attempt to exercise, physical force by a person against a worker, in a workplace, that causes or could cause physical injury, or a statement or behaviour that can be reasonably interpreted as a threat to exercise physical force that could cause injury.

Workplace violence includes, but is not limited to, the following types of conduct:

- Actual and attempted acts of physical violence, including actions such as hitting, punching, slapping or kicking
- Threats of physical violence or intimidation
- Sexual assault
- Other acts of physical aggression, such as the deliberate destruction of or damage to property, especially where such actions are meant to intimidate one or more individuals.

#### i. Workplace Violence Prevention Program

PTP's Workplace Violence Prevention Program includes specific measures and procedures to control risks of workplace violence, as identified in the section on the Workplace Violence Risk Assessment below.

Such measures include procedures for:

- summoning immediate assistance when workplace violence occurs or is likely to occur
- reporting incidents of workplace violence
- investigating and dealing with alleged incidents of workplace violence.

#### ii. Workplace Violence Risk Assessment

PTP conducts periodic workplace violence risk assessments and will reassess the risks of workplace violence as often as necessary. The risks of violence which are assessed are related to the potential for violent acts perpetrated by an employee, by a client, visitor or member of the general public. PTP will notify employees and consultants of any incidents of violence which are specific to the work locations and jobs with clients as necessary.

## **b) Domestic Violence**

### Definition

Domestic violence, which affects people of all ages and all ethnic, racial, religious, educational and socioeconomic backgrounds, is a crime defined as violent, threatening or extremely coercive behaviour perpetrated by one partner in a current or formerly intimate relationship on the other. It can consist of a pattern of ongoing abuse lasting years or one single isolated incident. Domestic violence includes, but is not limited to, the following types of behaviour:

- Actual or threatened physical violence or harm, up to and including incidents of serious assault and even homicide
- Sexual assault (forcing someone into sexual activities against their will is a crime even where the parties are married to one another)
- Stalking and other forms of harassment and intimidation
- Threats of harm or actual harm perpetrated against others (i.e. victim's children, friends, family, coworkers, etc.)
- Damaging, destroying, or threatening to destroy property belonging to the victim or individuals who are closely associated with the victim.

While not crimes per se, psychological, financial and emotional abuse as well as extremely controlling behaviour (i.e. controlling what the victim wears, not allowing him/her to see certain people, leave the house or socialize with others, limiting the victim's right to free speech, etc.) are also unacceptable.

### i. Actions PTP Will Take

While PTP respects the privacy of its employees and aims not to intrude into their personal lives, where PTP is aware of the existence of domestic violence or where such violence is suspected and the consequences of domestic violence are likely to be evident in the workplace, PTP has a legal and moral obligation to intervene in the interests of the individual concerned and other employees. PTP's obligation is to:

- take seriously and evaluate all reports of threatening or violent conduct. If an employee or contractor self-discloses domestic violence, and it appears that they may be in immediate danger, PTP will assist the individual in any way it can including calling 911 if appropriate. If danger is present but not urgent PTP's Human Resources or management will perform a domestic threat assessment;
- perform a violence risk assessment of PTP premises and business and implement security measures to address potential violence in the workplace;
- take measures to minimize the possibility of acts of domestic violence occurring in the workplace;
- take measures protecting the employee, while she/he is at work, who is a victim of domestic violence from his/her current or former partner;
- use the domestic violence checklist to determine the level of risk;
- protect other employees from acts of domestic violence occurring in the workplace;

- inform other employees of the identity and personal details of an individual where there is a risk of workplace violence being perpetrated by that person. Information on a potentially violent individual includes, but is not limited to, his/her identity, personal history and description.  
Note: Information will be shared on a need to know basis and confidentiality will be maintained to the greatest extent possible for the sake of all individuals involved.
- take some or all of the following measures as deemed appropriate on request of an employee or where it becomes clear to management that there is a potential for acts of domestic violence in the workplace:
  - Notify administration of the identity and/or description of an alleged abuser, with the direction he/she is not permitted to contact the employee while he/she is at work
  - Ban the alleged abuser from the premises and call police if necessary
  - Relocate an employee's work station to a more secure area
  - Remove an employee's name from the company contact listings
  - Provide a security escort to an employee's vehicle or to public transit
  - Assist an employee to change their mailing address, emergency contact details and home telephone number, and ensure that such information remains confidential
  - Allow for changes in hours, flexible hours, time off and or job-protected leaves of absence
  - Provide information to other employees about an individual with a history of violence where those employees are likely to encounter that person in the course of their work and where there is a risk of physical injury.

ii. Action Employees Can Take

Employees who are victims of domestic violence and abuse can:

- Talk to friends and family about their concerns
- Inform their manager and/or Human Resources
- Talk to their doctor
- Obtain the advice of a family lawyer
- Contact a women's shelter, Victim Crisis Assistance, Referral Services (VCARS) or Victim Support Line (VSL)
- Preserve evidence of instances of abuse and note dates and times of specific incidents
- Call the police
- Obtain a restraining order against the abuser
- Apply to have access to children denied to the alleged abuser where the children are also victims of domestic violence and/or abuse
- Consider personal security measures such as moving, obtaining an unlisted telephone number, changing locks, purchasing an alarm system, obtaining a cell phone, avoiding isolated areas, taking self-defense courses, etc.

- Wherever possible, it is important to let a harasser or abuser know right away that his or her behaviour is unacceptable and that it must stop immediately. A simple warning from the person on the receiving end of such conduct or comments may be enough to correct the problem. Where an employee is not comfortable communicating directly with the harasser or abuser, or if efforts to resolve the situation between the parties have been ineffective, the employee is to speak with his or her manager to file a complaint, even if the complainant believes that the problem has been resolved satisfactorily. All formal complaints of workplace violence and harassment will be taken seriously and investigated by senior management or by an external third party if necessary. PTP reserves the right to take corrective action in the absence of a specific complaint, or where a complaint is initiated by a person other than the victim.

### **c) Workplace Harassment**

#### Definition

Workplace harassment is defined in the *Occupational Health and Safety Act* as “engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome”.

Harassment can be defined as: objectionable conduct that may have the effect of creating an intimidating, offensive or hostile work environment. It may also interfere with an employee’s work performance ultimately affecting the employment relationship.

Workplace harassment includes, but is not limited to:

- Workplace bullying, which includes making rude, degrading or offensive remarks, discrediting the person, spreading rumours, ridiculing him or her, humiliating the person, calling into question their convictions or their private life, shouting abuse, etc.
- Sexual or racial harassment, or harassing someone based on any ground prohibited by human rights legislation including race, colour, sex, sexual orientation, pregnancy, civil status, age, religion, political convictions, language, ethnic or national origin, social condition or disability
- Refusing to speak to or work with someone or treating that person differently because of their ethnic or racial background, sexual orientation, social condition, religion, political convictions, first language, etc.

Harassment can be distinguished from normal, mutually acceptable socializing in that it is offensive, insulting, intimidating, hurtful and malicious and is considered to have taken place if the person knew, or ought to have known, that the behavior is unwelcome. While harassment is usually based on an ongoing pattern of abuse, in some instances a single incident can be sufficiently serious to constitute harassment.

PTP will not discriminate or retaliate against an employee because he or she has been or is perceived to be a victim of workplace harassment. Retaliation against someone for invoking this Policy, for participating and cooperating in any

investigation under this Policy, or for associating with a person who invoked this Policy, will be treated as a form of workplace harassment in itself

- In the interests of being respectful and sensitive towards victims of workplace harassment, confidentiality will be maintained wherever possible. Exceptions will only be made where disclosure is necessary for the purposes of conducting a proper investigation or taking appropriate disciplinary/corrective measures, or where required by law or the principles of natural justice.

i. Workplace Harassment Awareness Training

PTP requires all new hires, as part of their orientation program, to undergo workplace harassment awareness training. Periodically, PTP will conduct refresher sessions for all employees and may conduct sessions or provide referrals for individuals where they require anti-harassment awareness training as part of a corrective action plan, or if it is identified through training needs analysis.

#### **d) Sexual Harassment**

Like other forms of harassment in the workplace, sexual harassment is against the law and is contrary to PTP's code of conduct policy. All our employees have the responsibility to conduct themselves accordingly.

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

- Gender-related comments about an individual's physical attributes, mannerisms or characteristics
- Unwelcome physical contact such as patting, touching, pinching, petting, etc.
- Suggestive or offensive remarks
- Unwelcome propositions of physical intimacy
- Gender-related verbal abuse, threats or taunting
- Leering (i.e. side glances expressive of lasciviousness)
- Bragging about sexual prowess
- Demands for dates or sexual favours; making promotions or perks contingent upon the granting of sexual favours
- Negative consequences (i.e. firing, demoting or assigning unpleasant work) as a result of spurned advances or a relationship gone sour
- Offensive jokes or comments of a sexual nature about an employee
- Displays of sexually offensive pictures
- Unwelcome questions or discussions about sexual activities
- Sexual assault
- Unwelcome language related to gender.

#### **e) Racial/Ethnic Harassment**

##### Definition

According to the Ontario Human Rights Commission, racial harassment is when someone bothers, threatens or treats another person unfairly because of his or her race, colour or ancestry. Such forms of harassment can also be connected with one's place of origin, religion, citizenship or first language.

Examples of racial or ethnic harassment include, but are not limited to:

- Unwelcome remarks, jokes or innuendos about a person's racial or ethnic origin, colour, place of birth, citizenship or ancestry
- Displaying racist or derogatory pictures or other offensive material
- Insulting gestures or practical jokes based on racial or ethnic grounds which create awkwardness or embarrassment
- Refusing to work with someone because of his or her racial or ethnic origin.

## **f) Workplace Bullying**

### Definition

The Canadian Centre for Occupational Health and Safety (CCOHS) defines workplace bullying as acts, physical contact or comments which can have the effect of mentally hurting or isolating a person in a workplace. Workplace bullying usually consists of repeated incidents or a pattern of behaviour that is intended to intimidate, offend, belittle or humiliate a particular person or group of people. Many bullies attempt to assert some type of power over their victims through inappropriate aggression, and therefore may or may not be in a position of formal authority over their victims.

Workplace bullying includes, but is not limited to, the following types of conduct:

- Character assassination; spreading rumours, gossip and innuendo, especially that which is malicious, hurtful and untrue
- Social isolation; ostracizing or ignoring an individual
- Violence, intimidation or threats of violence
- Deliberately undermining someone or stopping that person from completing his or her work
- Belittling an employee's work or achievements or constantly taking credit for that person's accomplishments, removing responsibilities and accountabilities without reason
- Constantly changing work requirements and/or standards
- Assigning unreasonable duties or workload to an employee
- Assigning demeaning and/or insulting work
- Establishing impossible deadlines designed to set up an employee for failure
- Deliberately giving false information
- Stalking someone, sabotaging or tampering with his or her equipment or belongings, or otherwise invading that person's privacy
- Regularly using profanity, especially when directed towards the individual concerned
- Constantly threatening someone with being fired where termination is not warranted
- Falsely accusing an employee of misconduct, criminal activities or harassment
- Engaging in online or "cyber" bullying.

## **g) Robbery, Fighting, Violent/Illegal Acts**

PTP aims to thwart or deter robbery, physical fights, violent acts or other serious criminal activity on PTP property or while conducting PTP business. Employees who encounter such activities, are urged not to intervene but rather to notify

management immediately as soon as everyone is safe. All serious criminal activities will be reported immediately to the proper authorities.

## Emergency Response and Preparedness

An “emergency” under this policy is defined as:

An unplanned event and/or situation that is temporary in nature that threatens and/or disrupts the health, safety or welfare of the employees/participants/visitors, property and/or operations of PTP.

PTP will not under any circumstances tolerate violence, harassment, discrimination or any other behaviours or activities that are deemed inappropriate and/or disruptive to the workplace. In the event that any event should ever occur, it is the responsibility of every employee to:

- protect their own health and safety as well as that of participants, visitors or other employees
- protect the property, infrastructure, and environment of PTP
- restore the environment and operations of PTP in aftermath of emergency as quickly as possible
- follow through with the appropriate incident reporting functions as required.

Again, in carrying out the above, should any employee perceive her or himself or any other person to be in danger, **911 must be called**.

## Complaints

All formal complaints of workplace violence, harassment and/or discrimination will be taken seriously and investigated in a confidential and timely manner by the Executive Director in consultation with a senior member of the management team, and if required, by an external third party. PTP reserves the right to take corrective action in the absence of a specific complaint, or where a complaint is initiated by a person other than the victim.

Employees who feel they have been harassed have the following options and may pursue more than one if necessary:

- In cases where it is feasible, the employee shall tell the harasser to stop.
- Promptly and clearly advise the harasser(s), verbally and/or in writing, that their conduct is unwelcome and unacceptable. Any written record reinforces the seriousness of the situation and helps reduce any uncertainties about what the employee is alleging.
- If the situation is not resolved after the initial request to stop, employees are encouraged to file a complaint by contacting their manager or the Executive Director for assistance. The complaint will be fully investigated. During the investigation the alleged harasser and the complainant will have equal opportunity to present their cases. The names of the parties involved and the complaint details will remain confidential except where required by law and/or as necessary to complete the investigation.

- Should the investigation need to be escalated, with the assistance of the Executive Director, the employee complaint will be communicated in writing to the Board of Directors who, within 15 working days of receipt of the written complaint will:
  - a) Inform the respondent of the allegation and forward a copy of the written complaint to the respondent
  - b) Obtain and record both the complainant and respondent positions
  - c) Interview any witnesses involved
  - d) Report to both parties the findings of the investigation, which may include (but are not restricted to):
    - i. Dismissal of the allegations (insufficient evidence)
    - ii. Acceptance of the allegations and a proposed remedy and/or penalty for the respondent (as outlined in the Harassment Policy)
  - e) Communicate the remedy and and/or penalty to both the complainant and the respondent.

Any complaints against the Executive Director or a Board Member shall be relayed to the Board of Directors or Dinah Bailey, Human Resource Consultant. An external third party will be brought in to investigate if necessary.

All information and documentation relating to a complaint will be kept separately from personnel files in a locked cabinet in the Executive Director's office. Documentation will only be placed in an employee's personnel file when a complaint having been substantiated or disciplinary measures are undertaken. The employee will be informed of this action.

In the course of dealing with a harassment complaint, PTP management who are privy to information or in possession of documentation pertaining to matters/incidents related to a complaint shall hold such information in strict confidence. This shall include refraining from discussions or releasing information in any form, beyond that outlined in this policy or as required by law.

Where an employee is found to have engaged in harassment and a manager is aware of the existence of harassment and permits the harassment to continue, the manager may face disciplinary action, which may include termination for just cause.

Employees who violate this policy will be subject to appropriate disciplinary action, including immediate termination if circumstances warrant.

### **Post Incident Procedures**

The manager is responsible for holding a meeting to review the incident with the employee involved within 5 working days after the incident. This will provide the opportunity for the employees involved to share their feelings and experiences and conduct a procedural review and explore alternatives.



The employee should be encouraged to contact her/his manager if debriefing or one-to-one support is needed.

The manager is responsible for ensuring the incident report is completed within twenty-four (24) hours, documenting the date, time, location, behaviour of the accused and the intervention steps taken. The report will remain on file in a locked cabinet in the Executive Director's office.

Where required by legislation, a serious occurrence report will be submitted to the appropriate external body and a copy will be sent to the Executive Director of PTP, and the Health and Safety Committee.

The manager and Executive Director, upon review of the incident may decide to issue a No Trespassing letter to the person involved. The review will include a thorough assessment, and a No Trespassing letter will be issued only following careful consideration of all other options.

Factors to be considered when issuing a Trespassing Letter include:

- Client impact
- Service needs
- Access to needed resources
- Risks
- Location(s) covered by the No Trespassing Letter.

The Executive Director is responsible for issuing the letter on PTP letterhead, and a Manager is responsible for ensuring the No Trespassing Letter is served.

## 6.3 Management by Objectives

Effective Date: November 20, 2007

Revision Date: November 28, 2012

### **Purpose**

To provide employees with the opportunity to set goals and achieve work objectives in collaboration with their manager. Providing a forum for discussion and reflection that will inspire employee's professional growth is the underlying purpose of this goal-setting process.

### **Policy**

Employee Professional Planning and Development at PTP will be conducted using a management-by-objectives (results-based) approach. This approach has three phases:

#### **Phase 1 - Planning**

- A work plan for the next year is developed
- Measures for assessing progress are established

#### **Phase 2 - Monitoring**

- Progress toward the goals identified in the work plan is monitored
- The plan is adjusted if required
- Supportive action is taken if required [e.g., professional development of skills or knowledge]

#### **Phase 3 - Reviewing**

- At the end of the Employee Professional Planning and Development cycle the manager and employee meet to document the work of the past year
- Accomplishments and shortfalls relative to the work plan are summarized
- A new planning and goal-setting cycle begins

PTP's Employee Professional Planning and Development process will be fairly and consistently applied to all staff, and carried out by managers/supervisors trained on the following:

- The overall Employee Professional Planning and Development process
- How to work with employees to set goals and standards
- How to provide constructive feedback

## 6.4 Professional Development and Training

Effective Date: November 20, 2007

Revision Date: November 28, 2012

### **Purpose**

To support the growth, development and training of PTP employees.

### **Policy**

Employees are encouraged to improve their level of technical and professional competence on an ongoing basis to ensure the most effective performance of their jobs. Training is available to employees after successful completion of one (1) year of employment.

PTP provides opportunities for professional development through in-house and on-the-job training. Employees are encouraged to seek out opportunities that correspond to specific needs of the organization and that reflect the goals and areas of responsibility of the employee.

Employees are encouraged to participate in and complete all courses which they request and successful course completion is anticipated. Employees are expected to share through workshops, presentations or reporting in staff meetings or electronic correspondence (e.g. PTP internal email or PTP blog) any new and valuable information or techniques that training provides them with, which might benefit their colleagues and improve PTP's programs and services.

Employees who want to access a professional development opportunity are asked to make a request in writing outlining the opportunity, dates, and fees. Professional development activities scheduled for one (1) day or less require a manager's approval. For activities running longer than one (1) day, the approval of the Executive Director is required.

Employees will receive regular pay for approved professional development days. Employees attending training and development programs that require distance travel, meal expenses or other accommodations must get their manager's approval for these expenses prior to registering for the program. Employees will be reimbursed for approved expenses and should complete an expense claim form immediately upon return from the training. Original receipts must accompany any claims. *(Please refer to Allowance and Expenses policy 3.13.)*

Funds are allocated annually to professional development opportunities for employees. Requests will be approved subject to PTP's budgetary limitations.

## 6.5 Performance Improvement and Corrective Action

Effective Date: November 20, 2007

Revision Date: November 28, 2012

### **Purpose**

To outline PTP's process for performance improvement.

### **Policy**

PTP will make every possible effort to ensure employees receive the training and coaching they need to meet a high standard of professional conduct and productivity.

The following procedure is meant to guide the manager and the employee through the process of constructively improving behaviour, conduct, work habits, or performance.

Managers are required to document all incidents of unsatisfactory performance.

When an immediate termination is required, this policy does not apply.

### **Procedure**

The following steps are progressive in nature. They are to be explained clearly and in full by the manager to the employee. They are to be applied with reasonableness and in a timely manner. They must be implemented in a way that upholds the dignity of all individuals involved, safeguards their privacy and promotes the constructive advancement of PTP's employee relations.

When a manager identifies a concern with professional conduct, performance and/or behaviours the following steps will be taken.

#### ***First Step (Verbal Request)***

The employee's manager will begin the process by meeting with the employee to identify the issue(s) that needs to be addressed and to make a verbal request for improvement or correction. The employee and manager will identify and agree to the actions that need to be taken to adequately address the issue(s). They will also agree to a timeline for correction or improvement and will schedule a follow-up meeting. The manager will document the request and the actions and timelines agreed to. The notes will be placed in the employee's file. The employee will be informed and will have access to the file. At the follow-up meeting, the employee and manager will determine whether the issue(s) has been satisfactorily addressed or whether other support/further intervention is needed. The outcome of the meeting will be documented and the notes placed in the employee's file. The employee will be informed and will have access to the file.

**Second Step (Written Request)**

Should the behaviour/conduct/work habit/performance in question continue, the manager again will address the concern directly with the employee. This will result in a written request for improvement to be filed in the employee's personnel file. In this written document, the following statement may be included: "Any further issues with the behaviour/conduct/work habit/performance in question may result in further action". Both the manager and employee will sign a copy of the request for improvement prior to it being placed in the employee's file. A follow-up date will be arranged, set for an appropriate interval, at which time the manager and employee can confirm whether the issue has been ameliorated or whether other support/further intervention is needed.

**Third Step (Final Notice)**

Should the behaviour/conduct/work habit/performance in question persist, the employee will be given a final notice. This will be discussed and clearly documented, and the notice may include the following statement: "Any further issues with the behaviour/conduct/work habit/performance in question will result in termination of employment". Again a copy will be signed by both the manager and the employee and placed in the employee's file. *(Please refer to Termination of Employment policy 3.14.)*

## 6.6 Accessibility for Ontarians with Disabilities

Effective Date: July 28, 2010 Revision Date: November 28, 2012
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### **Purpose**

The purpose of this policy is to facilitate the implementation of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and all regulations pursuant to the Act at all PTP locations. The policies developed in compliance with the AODA shall apply to every employee who deals with the general public.

### **Policy**

PTP is committed to upholding all of the standards under the AODA in order to create a barrier-free Ontario as follows:

#### **a) Accessible Customer Service - Communication**

Employees will communicate with persons with disabilities in a way that takes into account their disability. PTP will provide training to employees on how to communicate and interact with persons with disabilities.

#### **b) Support Persons**

Upon entering any of PTP's premises, a person with a disability will be entitled to be accompanied by a support person to provide the person with the disability support as necessary to protect their health or safety and/or the health or safety of others on the premises.

#### **c) Assistive Devices**

Employees will be made aware of various personal assistive devices and or support devices that may be used by customers while accessing PTP programs and services. Such aids may be communication aids, personal mobility aids and/or medical aids. Employees will endeavour to help customers with certain assistive devices upon request.

#### **d) Guide Dogs and Service Animals**

Persons with disabilities who are accompanied by guide dogs or service animals are allowed entry to the parts of the premises that are open to the public, unless the animal is otherwise excluded by law from the premises. If the service animal or guide dog is excluded by law from the premises, employees will look to other available measures to enable the person with a disability to access the requested services.

**e) Disruption of Services**

PTP will endeavour to provide a reasonable amount of advanced notice of the disruption when facilities and/or services are not accessible to a person with a disability. If there is a temporary disruption PTP will give notice of the disruption by posting, in a conspicuous place on the premises or by other reasonable methods based on the circumstances, the anticipated duration of the disruption and alternative facilities and/or services that may be available.

**f) Training**

PTP provides training to its employees in relation to the provision of its services to persons with disabilities. All PTP employees who deal with the public, and those involved in developing customer service policies and procedures, will receive Accessibility Awareness Training as soon as possible after beginning their employment. All PTP employees will be required to undertake training; for new PTP employees, training will be provided after successful completion of the 90 day probationary period. PTP employees will also be trained on an ongoing basis when changes are made to these policies and procedures.

Training will include:

- 1.1. Review of the purposes of the Accessibility for Ontarians with Disabilities Act, 2005
- 1.2. Instruction on how to interact and communicate with people with various types of disabilities
- 1.3. Instruction on how to interact with people with disabilities who use an assistive device or require the assistance of a support person or service animal.

**g) Feedback**

PTP recognizes that receiving feedback provides a valuable opportunity to learn and improve, and to recognize the rights of the public to offer a suggestion, make a complaint, or provide a compliment on the way programs and services are provided.

The public can provide feedback on the accessibility of PTP's programs and services by contacting the Executive Director or Director of Operations or a Health and Safety Representative. Feedback will be responded to in a timely manner of its receipt either in writing, in person, by e-mail or by telephone acknowledging the receipt of feedback and outlining the action(s) to be taken as required. In order to help fully address the feedback received, where possible, the client should include time and date, description of the complaint, suggestion and/or compliment, additional comments and contact information if desired.

## 6.7 E-Mail and Internet Usage

Effective Date: November 28, 2012 Revision Date:
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### **Purpose**

PTP seeks to promote a high level of responsible behaviours in connection with the use of Internet and email and has formulated this policy to accomplish the following goals:

- To protect the reputation and resources of PTP, and its clients from irresponsible or illegal activities;
- To ensure privacy, security and reliability of PTPs network and systems;
- To establish guidelines for E-Mail and Internet usage during working hours;
- To establish guidelines for the acceptable use of PTP'S network;
- To define generally those actions which are considered abusive and prohibited;
- To outline procedures for handling and reporting abuse to PTP.

### **Policy**

PTP's E-mail and Internet resources are business systems for use by authorized employees to conduct legitimate PTP business. Some incidental and occasional personal use of these systems is permitted subject to the sections below. PTP trusts all employees will use good judgment when using PTP's email and Internet resources.

Users of PTP's Internet and email systems are strictly prohibited from creating, transmitting, distributing, forwarding, downloading and/or storing anything which:

- Infringes any copyright, trademark, trade secret, or other intellectual property right;
- Is obscene, immoral or unethical;
- Is defamatory, hateful or constitutes a threat of abuse;
- Encourages conduct that would constitute a criminal offense or give rise to liability;
- Harasses the receiver, whether through language, frequency or size of messages;
- Is considered email junk, spam or chain email;
- Forges or misleads the sender's identity;
- Divulges private and/or confidential information related to PTP's core business, its clients and/or its employees;
- Violates any of PTP's policies including those related to harassment and codes of conduct.

All hardware, software and related equipment such as laptops, desk top computers, projectors, etc., purchased by the organization for business use are the property of



PTP. Downloading of any program, software or data from the Internet or email that is not considered to be a business related activity, directly to a user's computer terminal is prohibited unless advance written authorization is obtained from the Executive Director.

Although PTP respects the privacy of its employees, employee privacy does not extend to the employee's use of PTP's email and Internet systems. Internet and email use may be monitored from time to time, without notice, to evaluate customer service and to determine how the system is being used. All monitoring of electronic systems shall be conducted by the System Administrator/Technical Specialist who will log and audit Internet usage to ensure compliance with this policy.

All users of PTP's email and Internet resources must adhere to the terms of this policy. A copy of this policy shall be provided to each user and each user is required to sign an acknowledgement of receipt.

## 6.8 Social Media

Effective Date: September 01, 2011

Revision Date: November 28, 2012

### **Purpose**

To establish guidelines for the use of social media by PTP employees as it pertains to PTP.

For the purpose of this policy, social media means any facility for online publication and commentary, including without limitation blogs, wiki's, social networking sites such as Facebook, LinkedIn, Twitter, Flickr, and YouTube. This policy is in addition to and complements any existing or future policies regarding the use of technology, computers, e-mail and the internet.

### **Policy**

PTP recognizes social media as a communications tool to engage and interact with internal and external stakeholders. PTP employees may wish to use social media channels as well as other online platforms to share ideas about topics relevant to PTP's various activities, programs, and services. When referring to PTP, employees using social media are asked to use good judgment which includes, but is not limited to, the following:

- Be honest and ethical
- Respect coworkers, clients and copyright laws
- Protect confidentiality and proprietary information
- Represent PTP well

PTP employees are free to publish or comment via social media in accordance with this policy. PTP employees are subject to this policy to the extent they identify themselves as a PTP employee (other than as an incidental mention of place of employment in a personal blog on topics unrelated to PTP). Employees are to ensure blogging does not interfere with their job or commitments to clients.

Publication and commentary on social media carries similar obligations to any other kind of publication or commentary. The same ethical standards that PTP employees must otherwise follow also apply to their use of social media.

### **Confidentiality**

It's perfectly acceptable for employees to talk about their work and have a dialog with the community, but employees are not permitted to publish confidential information. Confidential information includes details of current and future projects, financial information, research, and trade secrets.

### **Protection of Privacy**

Privacy settings on social media platforms should be set to allow anyone to see profile information similar to what would be on the PTP website. Other privacy

settings that might allow others to post information or see information that is personal should be set to limit access. Be mindful of posting information that should not be made public.

### **Honesty**

Do not blog anonymously, using pseudonyms or false screen names. PTP believes in transparency and honesty. Employees are to use their real names and identify that they work for PTP. Employees are to be cautious about protecting themselves and their own privacy. Whatever is published will be accessible for long periods of time, so employees are asked to consider the content carefully and also be cautious about disclosing personal details.

### **Respect Copyright Laws**

It is critical that employees show proper respect for the laws governing copyright and fair use or fair dealing of copyrighted material owned by others, including PTP owned copyrights. Employees should never quote more than short excerpts of someone else's work, and always attribute such work to the original author/source. It is good general practice to link to others' work rather than reproduce it.

### **Respect the Audience, PTP And Coworkers**

The public in general, and PTP's employees and clients, reflect a diverse set of values and points of view. Employees are not to say anything contradictory or in conflict with the PTP website. This includes not only the obvious (no ethnic slurs, offensive comments, defamatory comments, personal insults, obscenity, etc.) but also proper consideration of privacy and of topics that may be considered objectionable or inflammatory. Employees are encouraged to use their best judgment and be sure to make it clear that the views and opinions expressed are theirs alone and do not represent the official views of PTP.

### **Protect PTP Clients and Business Partners**

Clients and business partners should not be cited or obviously referenced without their approval. Never identify a client or business partner by name without permission and never discuss confidential details of a client engagement. It is acceptable to discuss general details about the kinds of projects so long as the information provided does not violate any non-disclosure agreements that may be in place with the clients or make it easy for someone to identify the client. A blog is not the place to "conduct business" with a client.

### **Controversial Issues**

If an employee observes misrepresentations made about PTP in the media, employees may point this out to a member of the management team. If an employee speaks about others, they are to ensure what is said is factual and that it does not disparage that party.

### **Accountability for Errors**

If an employee should make an error, they are expected to be up front about the mistake and correct it quickly. If an employee chooses to modify an earlier post, it is to be made clear that the employee has done so. If someone accuses another employee of posting something improper (such as copyrighted material or a defamatory comment), it is to be dealt with in an appropriate manner and the posting is to be removed immediately to lessen the possibility of legal action.

### **Disclaimers**

Many social media users include a prominent disclaimer saying who they work for, but that they're not speaking officially. Wherever practical, employees must use a disclaimer saying that while they may work for PTP, anything published is the individual's personal opinion, and not necessarily the opinions of PTP.

The Executive Director can provide employees with applicable disclaimer language and assist with determining where and how to use that.

### **Enforcement**

The social media user is ultimately responsible and accountable for their actions. PTP employees using social media are asked to refer to relevant policies or, further, to check with PTP's management when unsure of whether to share ideas or information pertaining to PTP.

Policy violations will be subject to disciplinary action, up to and including termination for cause. *(Please refer to Termination of Employment policy 3.14.)*

## 6.9 Privacy and Personal Information/PIPEDA

Effective Date: November 20, 2007

Revision Date: November 28, 2012

### **Purpose**

This policy provides guidance and direction to management and employees on how PTP protects and preserves the privacy of its employees, participants and clients by reference to the PIPEDA standards. PTP incorporates the requirements as set forth by the Personal Information Protection and Electronic Documents Act ("PIPEDA") governing the protection of consumer personal information, which came into effect on January 1, 2004.

### **Policy**

The policy applies to all personal information collected and maintained by PTP, its subsidiaries and contractual partners. All employees are responsible and accountable for personal information under their control, and must comply with applicable federal and/or provincial legislation.

Personal information is broadly defined in the PIPEDA as "information about an identifiable person" but does not include the name, title, or business address or telephone number of an employee of an organization.

Personal information and the business that customers do with PTP are kept in strict confidence. Only authorized personnel will have access to personal information.

Clients have control over how their information is obtained, used and given out. This includes the right to give—or withdraw—their consent to receive direct marketing or to share their personal information.

Personal information will not be sold to, distributed to, or exchanged with third parties unless directed by the client. Information will only be kept as long as it is needed and in accordance with established retention schedules, which comply with client contracts and legal and regulatory requirements.

### **PIPEDA Standards**

Organizations must follow the code for the protection of consumer personal information, which is included in the PIPEDA. It lists 10 principles of fair information practices, which form ground rules for the collection, use and disclosure of personal information as outlined on the following pages.

### **Principle 1 – Be Accountable**

Responsibilities:

- Comply with all 10 principles of the PIPEDA
- Appoint an individual (or individuals) to be responsible for compliance with applicable legislation
- Protect all personal information held by PTP or transferred to a third party for processing
- Develop and implement personal information policies and practices

### **Principle 2 – Identify the Purpose**

Responsibilities:

- Before or when any personal information is collected, identify why it is needed and how it will be used
- Document why the information is collected
- Inform the individual from whom the information is collected why it is needed
- Identify any new purpose for the information and obtain the individual's consent before using it

### **Principle 3 – Obtain Consent**

Responsibilities:

- Inform the client in a meaningful way of the purposes for the collection, use, or disclosure of information of personal data
- Obtain the customer's consent before or at the time of collection, as well as when a new use is identified

### **Principle 4 – Limit Collection**

Responsibilities:

- Do not collect personal information indiscriminately
- Do not deceive or mislead individuals about the reasons for collecting personal information

### **Principle 5 – Limit Use, Disclosure, and Retention**

Responsibilities:

- Use or disclose personal information only for the purpose for which it was collected, unless the individual consents, or the use or disclosure is authorized by PIPEDA
- Keep personal information only as long as necessary to satisfy the purposes
- Put guidelines and procedures in place for retaining and destroying personal information
- Keep personal information used to make a decision about a person for a reasonable time period. This should allow the person to obtain the information after the decision and pursue redress
- Destroy, erase or render anonymous information that is no longer required for an identified purpose or a legal requirement

### **Principle 6 – Be Accurate**

Responsibilities:

- Minimize the possibility of using incorrect information when making a decision about the individual or when disclosing information to third parties

### **Principle 7 – Use Appropriate Safeguards**

Responsibilities:

- Protect personal information against loss or theft
- Safeguard the information from unauthorized access, disclosure, copying, use or modification
- Protect personal information regardless of the format in which it is held

### **Principle 8 – Be Open**

Responsibilities:

- Inform customers, clients and employees that PTP has policies and practices for the management of personal information
- Make these policies and practices understandable and easily available

### **Principle 9 – Give Individuals Access**

Responsibilities:

- When requested, inform individuals if PTP has any personal information about them
- Explain how it is or has been used and provide a list of any organizations to which it has been disclosed
- Give individuals access to their information
- Correct or amend any personal information if its accuracy and completeness is challenged or found to be deficient
- Provide a copy of the information requested, or reasons for not providing access, subject to the exceptions set out in Principle 9 of the PIPEDA
- An organization should note any disagreement on the file and advise third parties where applicable

### **Principle 10 – Provide Recourse**

Responsibilities:

- Develop simple and easily accessible complaint procedures
- Inform complainants of avenues of recourse
- Investigate all complaints received
- Take appropriate measures to correct information handling practices and policies

Implementation of this Policy facilitates compliance with Canadian federal privacy laws and regulations.

## 6.10 Fraud Prevention and Investigation

Effective Date: November 28, 2012

Revision Date:

### **Purpose**

PTP's Fraud Prevention policy is established to provide guidance to employees when misuse or misrepresentation of organization assets is suspected.

### **Policy**

PTP is committed to protecting its revenues, property, proprietary information and other assets, therefore will not tolerate any misuse or misrepresentation of those assets.

It is PTP's intent to fully investigate any suspected acts of "fraud", as it is defined in this policy, in an impartial manner regardless of the suspected wrongdoer's length of service, position, title or relationship to PTP.

Any act of fraud that is detected or suspected must be reported immediately and investigated in accordance with this policy. PTP will make every reasonable effort, including court ordered restitution, to recover or receive compensation from any appropriate source for PTP assets obtained by fraud.

### **Definition of Fraud**

There are many definitions of "fraud" in the Criminal Code of Canada. For the purpose of this policy, the definition includes any misuse or attempt to misuse PTP assets for personal gain or purposes unrelated to PTP business.

Examples of fraud include, but are not limited to:

- Stealing or removing PTP assets;
- Using PTP equipment, facilities, supplies or funds for purposes unrelated to PTP business; and
- Group health benefits plan misuse or misrepresentation of claims, etc.



## Responsibilities

### i) *Executive Director:*

The Executive Director of PTP is responsible for establishing and maintaining a system of internal controls to ensure the detection and prevention of fraud, waste, abuse and other irregularities.

The Executive Director has the same responsibility with respect to reporting fraud, as do all other employees of PTP as outlined below. The Executive Director will support and cooperate with law enforcement agencies the detection, reporting and investigation of all fraudulent acts, including the prosecution of offenders.

### ii) *Employees:*

Any employee of PTP who knows or has reason to believe that a fraud has occurred, is responsible for immediately notifying his/her direct manager or the Executive Director. If the employee has reason to believe that the individual's direct manager may be involved, the employee shall immediately notify another senior representative and/or the Executive Director.

It is expected that employees will fully cooperate with the Executive Director and other involved law enforcement agencies during the course of an investigation and will make reasonable efforts to be available to assist the above noted person with the investigation.

## Investigations

Any employee who suspects fraud is to inform their direct manager or the Executive Director of the allegation of fraud. The manager or the Executive Director will start a full investigation. The Executive Director may delegate responsibility of the investigation of suspected fraud to appropriate divisional management depending on the nature and scope of the suspected fraud. In this regard, the Executive Director will continue to monitor and provide assistance as required. If an employee suspects their direct manager may be involved in fraudulent activity, the employee is encouraged to speak with the Executive Director. If fraudulent activity is suspected against the Executive Director, this information must be relayed to the appropriate Board of Director member through the Human Resource Consultant Dinah Bailey.

Decisions to prosecute, or refer the investigation results to law enforcement agencies for independent investigation, will be made by the Executive Director in appropriate accordance.

Upon conclusion of an investigation, recommendations may be made to minimize future risks. The Executive Director will implement the appropriate controls to prevent reoccurrence.

### **Confidentiality**

The Executive Director and all participants in a fraud investigation shall treat all information received confidentially. Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate need to know. To the extent possible by law, the identity of individual(s) involved in an investigation, including the identity of an individual alleging fraud and the identity of an individual alleged to have committed fraud, will be protected.

Any employee contacted by the media with respect to a fraud investigation shall refer the media person to the Executive Director.

### **Disciplinary Action**

Employees who have committed fraud will be subject to disciplinary action, up to and including dismissal. Where fraud is suspected of any PTP employee, the individual will be given notice of the essential particulars of the allegations following the conclusion of the investigation and prior to final disciplinary action. The individual against whom the allegations are being made will be given opportunity to respond. All final conclusions will be kept strictly confidential.

## 6.11 Workplace Accommodation on Basis of Disability

Effective Date: November 28, 2012

Revision Date:

### **Purpose**

To establish a process by which persons with a disability may request accommodation.

### **Policy**

Provided a person with a disability is able to perform the essential duties of their own job or other available work and requests accommodation in order to do so, PTP will try to accommodate the person.

Employees who wish to raise a potential accommodation issue shall do so by submitting a written request for accommodation to their manager. The request shall describe:

- The condition or circumstances causing the issue
- In detail, the accommodation sought to address the need.

When necessary to facilitate the assessment and determination of the accommodation, the employee may be required to provide relevant medical information to PTP. Employees seeking accommodation are expected to provide their fullest cooperation in providing any information or medical assessments relevant to determination of the accommodation request.

The employee's manager will assess the accommodation issue in light of the information provided. During the assessment phase, PTP reserves the right to request further information, including relevant medical information or opinions as deemed appropriate.

Management will finalize a decision regarding the accommodation issue. PTP shall communicate the decision to the employee. The decision of the Executive Director will be final and binding on the parties.

## 7. EMPLOYEE HEALTH, SAFETY AND WORK ENVIRONMENT

### 7.1 Health and Safety

Effective Date: November 28, 2012 Revision Date:
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#### **Purpose**

To profile PTP's commitment and responsibility to the health and safety of employees, clients and visitors.

#### **Policy**

Employees' safety is extremely important to PTP. It is PTP's priority to ensure all work conducted meets necessary health, safety and specified regulations. All employees are responsible for maintaining a clean, tidy, secure and safe workspace at PTP.

PTP's employees shall respect and comply with the safety requirements as outlined by the safety policies and procedures, and as outlined by the authorities having jurisdiction. To assist PTP in its efforts to ensure a safe work environment for all employees and participants, employees are expected to bring potential safety problems or concerns to the attention of their manager.

PTP is committed to:

- Actively promoting and maintaining the highest possible safety standards for employees, participants, and visitors
- Taking every practical precaution towards ensuring that PTP's place of business does not present a risk to employees, participants, the public or the environment
- Being proactive in the work environment and to upholding fully the organization's Health and Safety expectations and regulations.

#### **a) First Aid**

Managers are responsible for ensuring complete first aid kits are on site, adequately stocked and accessible to employees.

Locations must have at least two (2) fully trained employees, with thorough knowledge of basic first aid procedures, to help in emergency situations.

As well, managers should post general guidelines for employees to follow in emergency situations, for example to call 911 first before starting CPR.

PTP asks that all employees provide management with contact information (name and telephone number) of a relative or close friend should there be a need to call someone in case of an emergency situation.

### **b) Fire Safety**

Each location should have at least two employees, the manager and one other, who are familiar with emergency exits and procedures.

### **c) Security of Property**

For security reasons, all valuable property and confidential materials must be kept in a locked space overnight and away from public access during the day. As well, any computer programs with confidential information, such as databases, must require passwords to gain access. Completed work and work-in-progress on computers must be backed up on a daily basis to prevent loss.

Employees should not leave personal belongings unattended and should keep all valuables in a locked cabinet or office when away from their desks. PTP is a public office therefore PTP will not take responsibility for theft of personal belongings from the premises.

### **d) Housekeeping**

To maintain a professional and presentable workplace, reasonable "housekeeping" must be practiced. Individuals are responsible for their own workspace. In areas of joint responsibility, such as cleaning the kitchen, employees must all do their fair share to maintain a professional workspace.

### **e) Joint Health and Safety Committee**

In accordance with the *Occupational Health and Safety Act*, it is a legislated requirement that all workplaces that employ twenty (20) or more employees must have a Joint Health and Safety Committee (JHSC) in place. The JHSC members must be comprised of at least two (2) members—one management and one non-management.

The primary responsibility of the JHSC is the enhancement of a positive approach towards health and safety concerns in the workplace. This is done by:

- Developing and implementing programs to protect employees against illness and injury
- Handling all employee complaints and suggestions in regards to health and safety
- Consulting with professionals and technical experts when required
- Making recommendations to management in relation to accident prevention, safety programs, training, etc.
- Monitoring the effectiveness of the programs and training that are put in place.

Members of the JHSC are required to meet regularly (at least once every three months) and arrange for regular inspection of the workplace for potential hazards or safety concerns.

### **f) Alcohol Consumption at PTP Functions**

It is PTP's policy to take steps to limit the consumption of alcohol at company functions. The possession, consumption, or use of alcoholic beverages at PTP functions may occur only with prior approval from the Executive Director. After granting approval, that Executive Director has ultimate responsibility for ensuring that employees adhere to the guidelines presented below.

Managers and employees are responsible for adherence to this policy. Failure to do so may result in disciplinary action up to and including termination.

This policy is applicable for all active employees of PTP. Excessive alcohol consumption may endanger the health and safety of PTP employees and others around them. Company functions to which this policy applies may include, but are not limited to: receptions; parties; picnics and outings; year-end AGM events.

#### **Applying the Policy**

- Employees who choose to drink alcoholic beverages at PTP functions are expected to behave in accordance with usual business standards and all PTP policies.
- The executive with ultimate authority over the group holding the function where alcohol is served is responsible for ensuring adherence to these guidelines.
- Alcoholic beverages are not served in offices or work areas. Alcohol is to be restricted to areas designed for consumption of food and drink, such as dining rooms, lounges and cafeterias.
- Alcoholic beverages are served, rather than simply made available, to those who wish to partake. Self-serving of alcoholic beverages at company functions is strictly prohibited.
- Any off-site functions are held in appropriately licensed facilities, with drinks served by professional bartenders.
- Food must be available.
- Alcoholic beverages will be served for a restricted period of time; generally no more than two hours. Possible exception: If the function is planned for a long period of time, e.g., a full or half day, alcohol may be served for a longer period with prior executive approval. However, alcohol service must cease no less than one hour prior to the end of the function.
- Alcohol is not to be served to minors under the age of 19, or anyone who appears to be impaired.
- Safe passage home must be arranged for anyone who appears to be impaired.

## 7.2 Accident Reporting

Effective Date: November 20, 2007

Revision Date: November 28, 2012

### **Purpose**

To describe the responsibilities and related procedures for reporting both all work-related accidents and health and safety-related incidents.

### **Policy**

While PTP is committed to minimizing workplace accidents and incidents, there may be occasions when a workplace injury or safety related incident might occur. It is the responsibility of each employee to immediately report any accident, equipment damage or incident to a manager.

For any incident that occurs on PTP premises, an incident report must be completed by those who witnessed the incident and a copy given to the Joint Health and Safety Committee (JHSC), as well as the Executive Director. Any required documentation will be completed and follow up will occur with the appropriate authorities.

In an event that a PTP employee, client or visitor requires medical attention, the individual will be assisted with arranging transportation to the nearest medical facility or, if warranted, by ambulance if 911 has been contacted. The appropriate emergency contact person will be notified of the incident and will be informed of the location the individual is transported to.