

## **EMPLOYEE POLICIES ARE LIKE GAME RULES: YOU NEED THEM!**

### **GENERAL GUIDELINES**

Any discussion about “policies” typically draws big yawns, yet, when the proverbial “stuff hits the fan”, it’s the absence of policies that gets employers into trouble. Employers cannot rely on arguments such as “common sense” or “that’s how we’ve always done it” or “the person should have known” or “I’ve told them a hundred times”. An employer that has nothing in writing when something goes wrong is often out of luck as the onus is on the employer to prove it had the necessary mechanisms in place, including written policies that were communicated and consistently followed.

Employee policies are like the game rules in your sport: they provide clarity and direction regarding purpose, roles, allowable plays, scoring, penalties, etc. Imagine gathering a bunch of people and telling them to “go win” without defining the game, positions, rules. When everybody knows the “rules of the game”, their jobs are easier, they can productively focus on their work, and the consistent and equitable management of people becomes easier.

Good employee policies:

- reflect the culture and values of an organization
- clearly explain the terms of the employment relationship
- are easily understood and easily updated
- are applied consistently and fairly
- are legislatively compliant
- are current (policies should evolve as the organisation evolves)
- serve as a resource to employees and managers alike

Some tips and questions to consider before developing, or updating, your employee policies:

- Take the time to articulate the culture, values and employment relationship that you want for your organization and determine how to reflect this in the employee policies.
- What are the questions and issues that arise frequently because no policy exists or because the existing policy is unclear?
- Do you have unwritten practices that should be clarified in writing?
- Are your policies understood and followed by employees and managers, or are they sitting on a shelf forgotten / ignored? Policies that are not followed, regardless how well they are written, are absolutely worthless, won’t help you when problems arise and can actually become a liability. Create policies that are realistic and will be respected.
- When “putting words on paper”, consider their interpretation and possible unintended consequences.
- Think “less is more”. In other words, tomes are not always necessary.
- Similarly, keep in mind that policies are easier to build up than to tear down or take away.
- Policies generally serve as strong guidelines to be followed with exceptions possible but limited. The premise behind policies, and any bona fide exception, is to do what is right and fair and be consistent with all employees.
- Once developed, ensure everyone has access to, and understands, the policies in order for them to be properly followed. Consider a “lunch and learn”, present them at an all staff meeting.
- For some policies, training may be mandated by employment legislation, for example, harassment, so this would also be an opportunity to include training for the other key policies.
- Review policies at least annually, and more frequently when changes occur internally / externally.
- Any changes to existing policies also need to be explicitly communicated to employees. Consider an acknowledgement method to ensure all employees have received the changed policy(ies).

The rest of this document represents a compilation of some typical employee policies within a sample Handbook format.

**Please carefully consider the following notes:**

- The sample policies contained herein are only meant to be a starting point for National Sport Federations (NSOs) operating in Canada, specifically in Ontario. While several of the policies are applicable across Canada, there are some that must comply with each province's/territory's employment related legislation. Some of those specific policies will be drafted in another document shortly and made available on the NSO Sharing Centre.
- While some assumptions have been made in the drafting of these policies, it is up to users to adapt, modify and customize the policies to suit the particular needs and culture of their organization while ensuring compliance with provincial or territorial employment/labour standards and legislation.
- It is important that the NSO as an employer understand and adhere to the correct legislative requirements and ensures that these are reflected in its employee policies. *No legal liability or other responsibility is accepted by or on behalf of the Canadian Olympic Committee (COC) or the author of this sample template for any errors, omissions, or statements made within this document. The COC and the author accept no responsibility for any loss, damage or inconvenience caused as a result of reliance on such information.* If in doubt at any time, you are strongly encouraged to speak with an HR professional and/or employment lawyer.

A few notes about the logistics and style of the following employee policies template:

- Formatting preferences can be whatever you like. In this template style, you will find:
  - 1.5 spacing and size 11 Arial font for an easier read
  - No page numbers as the Handbook is arranged by policy number making individual amendments easier to manage in future editions (i.e. there is no need to re-do or re-print an entire handbook when changes to specific policies are made).
- An Effective Date is important to note on each policy, as are the dates of any revisions.
  - The template shows the effective date on the cover page as well as on each footer. You will want to edit the footer name and date.
- Each policy has a text box with some comments. Please delete the text box if you intend to adopt/adapt the policy.
- In most of the policies there are areas that are highlighted in **yellow** or **blue** for your attention and completion if you wish to use that policy. Again, complete as appropriate for your NSO.

If you require further information, clarification, or assistance, please email or phone Irene Lis:

- 289-438-4505 (office)
- 613-715-2739 (cell)
- irene@alignedpeople.com

There is a lot of to consider as you review each policy. Please read each of the policies, word for word, to ensure “fit” with your organization and compliance with relevant legislation.

**NSO LOGO**

# **EMPLOYEE POLICY HANDBOOK**

**FOR**

**NSO NAME**

**Effective: DATE**

1. Please refer to the General Guidelines that accompany this template for important notes.
2. This template is intended to only be a starting point for National Sport Federations (NSOs) operating in Canada, specifically in Ontario.
3. It is up to users to adapt the policies to meet the needs of their organization and ensure compliance with employment related legislation.
4. Each policy is accompanied by a mini-explanation in a text box.
5. Delete this text box and all others before finalising the selected employee policy(ies) for your NSO 😊.
6. Once you have deleted a text box, pay attention to the impact on your document's formatting. Many of the policies fit onto one page so you will likely need to make adjustments to ensure that is the case.
7. Change the footer title and date.
8. Remember that policies should be reviewed at least annually and updated as needed, especially as your NSO evolves.

## TABLE OF CONTENTS

ACKNOWLEDGEMENT FORM

### 1. INTRODUCTION AND GUIDING PRINCIPLES

- 1.1 IMPORTANT NOTICE
- 1.2 MESSAGE FROM THE HEAD OF THE NSO
- 1.3 NSO'S RESPONSIBILITIES TO EMPLOYEES
- 1.4 EMPLOYEE RESPONSIBILITIES

### 2. STANDARDS OF CONDUCT POLICIES

- 2.1 CODE OF CONDUCT SUMMARY
- 2.2 HARASSMENT
- 2.3 WORKPLACE VIOLENCE
- 2.4 CONFLICTS OF INTEREST
- 2.5 CONFIDENTIAL INFORMATION
- 2.6 PRIVACY POLICY
- 2.7 DRESS CODE, PERSONAL APPEARANCE AND HYGIENE
- 2.8 PROFESSIONAL COMMUNICATIONS AND CONFLICT RESOLUTION
- 2.9 DRUG AND ALCOHOL USE
- 2.10 SMOKING
- 2.11 USE OF COMPANY PROPERTY
- 2.12 EXTERNAL COMMUNICATIONS
- 2.13 FACILITY ACCESS AND PARKING

### 3. GENERAL TERMS OF EMPLOYMENT

- 3.1 EQUAL EMPLOYMENT OPPORTUNITIES
- 3.2 CATEGORIES AND TERMS OF EMPLOYMENT
- 3.3 BACKGROUND AND CREDENTIAL CHECKS
- 3.4 ORIENTATION AND PROBATION
- 3.5 CORRECTIVE ACTION
- 3.6 RESIGNATIONS, TERMINATIONS, JOB ABANDONMENT

### 4. COMPENSATION

- 4.1 TOTAL REWARDS
- 4.2 COMPENSATION REVIEWS
- 4.3 PERFORMANCE REVIEWS
- 4.4 PAYROLL AND PERSONNEL RECORDS
- 4.5 HOURS OF WORK, ATTENDANCE, OVERTIME
- 4.6 PERSONAL LEAVE DAYS
- 4.7 VACATION
- 4.8 STATUTORY HOLIDAYS
- 4.9 GROUP BENEFITS

### 5. LEAVES OF ABSENCE

- 5.1 LEAVES OF ABSENCE
- 5.2 JURY OR WITNESS DUTY
- 5.3 BEREAVEMENT LEAVE

1. Pick and choose the policies you want.
2. Tailor these to "fit" your organization.
3. Edit the numbering in each policy header to ensure sequence "flow".
4. Update the Table of Contents (hover the pointer over the Table of Contents content, right click on the mouse, and select "Update Field").
5. Delete this text box ☺

**ACKNOWLEDGEMENT FORM**

**NSO**

**Employee Policy Handbook**

I, \_\_\_\_\_ (PRINT Name), have received the **NSO** Employee Policy Handbook.

- 1. Good practice that ensures all staff have received and agree to respect your NSO's employee policies.
- 2. Keep a signed copy in each employee's file.
- 3. Delete this text box 😊

I agree and accept:

- to promptly read the policies contained in this Handbook and ensure that I understand them
- to talk to my Supervisor about any questions that I may have regarding these policies or anything not answered in the Handbook
- to abide by and comply with all **NSO** policies, procedures and rules as shall be in force and outlined in this Handbook
- that revisions to the Handbook may occur and that revised information may supersede, modify or eliminate existing policies
- that these policies replace and supersede all previous policies and practices
- that this Handbook is intended solely as a resource that outlines some of the terms and conditions of my employment with **NSO** and does not constitute a contract of employment nor does it confer any key express or implied promises regarding the duration of my employment

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

**Please sign this form and return to:** Payroll **OR** Human Resources **OR** Your Supervisor **OR** ???

## 1. Introduction and Guiding Principles

1. This section is exactly as it is called and puts context around the policies.
2. Delete this text box 😊

## 1.1 IMPORTANT NOTICE

1. Good practice to explain the purpose of the handbook, what it is and is not, the principles and conditions, including the employer's right to edit as necessary.
2. Delete this text box ☺

Welcome to **NSO** (also referred to as “**NSO**” or the “Organization”). The **NSO** Employee Policy Handbook (referred to as the “Handbook”) is a reference for employees of **NSO**'s organization and employment policies. This Handbook will assist you in understanding **NSO**'s commitment to you and what we expect from you as an employee.

This Handbook contains a summary of the important policies and information relevant to your employment however it is not intended to be a complete listing of all of the policies, procedures and practices at **NSO** as no handbook can account for every circumstance that will arise. Unique circumstances must be brought to the attention of your manager as exceptions or special considerations will be considered within the objective of doing what is right, fair, and consistent for all employees. Unique situations will be addressed on a case-by-case basis.

As the **NSO** continues to evolve/grow, policies may need to be revised. **NSO** reserves the right to unilaterally add, delete, change the provisions of any of its policies and programs at any time and will notify employees as appropriate. A changed policy supersedes the last version of the respective policy or program. Policies within this Handbook supersede all previous policies, procedures and practices of **NSO** or its associated practices. You must be actively employed on the date that a change is approved, including any of a compensation/benefits nature, regardless of the actual effective date of the change, to have it apply to you. In the absence of a written **NSO** policy, and/or in the event of legislative changes, the applicable employment legislation shall prevail.

The information in this Handbook regarding employer programs is general in nature. Where employer programs are governed by a master legal document with a third party, example, group benefits, the master legal document will prevail in situations of conflict with information in the Handbook.

This Handbook is not intended to express or imply a promise of continuing or permanent employment nor is it intended as, or to be considered in any way, a contract of employment.

This Handbook applies to all employees however certain policies and benefits do not apply to part-time, temporary, casual, and/or contract employees. We have attempted to note the exclusions in the policies. If any such notation has been inadvertently missed, **NSO** will determine applicability and confirm its decision in writing and amend the policy.

It is every employee's responsibility to read, understand, and comply with all of **NSO**'s policies in this Handbook. Please note that “supervisor” and “manager” are used interchangeably. If you have questions, suggestions or concerns, please do not hesitate to contact your manager.

## 1.2 MESSAGE FROM THE HEAD OF THE NSO

1. This is intended to be a welcome message. While not mandatory, it does set a positive tone for the reader (ie employee).
2. This is also the opportunity to express/reinforce your organization's values, culture and any other key message.
3. Delete this text box 😊

We welcome you to NSO. We look forward to the opportunity to work with you and want you to know that we recognize our employees as one of our most valuable resources.

This Handbook has been created for all of our employees as a resource to address questions and expectations regarding our employment relationship and to help you to understand our organization and how we work at NSO. We hope that you will find this Handbook to be clear and useful. Should you have questions that are not addressed here, please let us know.

Our NSO's success is only achievable through the collective dedication, effort, and skills of all of us as employees. Ultimately, it will be by working together, in courteous and positive relationships with our colleagues, athletes, contractors, and other stakeholder, that we can achieve all of our goals and exceed expectations.

We welcome your contribution to our success and look forward to a long and mutually rewarding relationship. Welcome!

*Signature*

NAME

NSO CEO/ED/GM/appropriate title

### 1.3 NSO'S RESPONSIBILITIES TO EMPLOYEES

1. While not mandatory, this piece sets a positive tone for the reader (ie employee).
2. This is also the opportunity to express/reinforce your organization's values, culture and any other key message.
3. Delete this text box 😊

NSO has the responsibility to manage the organization successfully for all our stakeholders and employees. When NSO is successful in its goals, all our stakeholders benefit from quality service and employees benefit through individual growth, development, prosperity and achievement.

An objective of this Handbook is to express a general philosophy that NSO will apply as it develops employee policies, procedures and programs. Our principle of employee relations is based on the goal of creating and maintaining an enthusiastic and efficient organization through motivated employees who want to work together and accomplish mutually shared goals.

#### **Employees Can Expect NSO to:**

- Be an equal opportunity employer.
- Create a healthy, safe work environment where openness, fairness, justice, equity prevail.
- Administer fairly all NSO employment related programs and policies.
- Provide competitive compensation.
- Promote good employee relations.
- Provide employees with the opportunity to have their problems addressed without repercussion.
- Ensure employees understand the performance objectives of NSO as well as their own individual job, through individual performance management and broader NSO meetings.
- Keep employees informed as appropriate.
- To encourage employee development of skills and knowledge for both personal job and career success as this also strengthens NSO.
- Encourage employees to raise issues not addressed by established policy/practice.
- Consider the interests of employees in NSO's actions and plans.

## 1.4 EMPLOYEE RESPONSIBILITIES

1. This piece complements the “Employer’s Responsibilities” and is a nice reminder that the employment relationship is 2-way, with responsibilities for both parties.
2. This is also the opportunity to express/reinforce any specific expectations of staff.
3. Delete this text box ☺

The overall effectiveness and success of NSO is a shared commitment between employees and NSO. In the employment relationship, just as NSO has obligations to its employees; each employee has obligations and responsibilities to NSO to ensure our collective success.

### **At NSO, Each Of Us As Employees Are Expected To:**

- Perform at the best of our abilities at our job every day.
- Be accountable for our actions.
- Understand and support NSO’s actions, plans and direction.
- Provide exceptional service to all of our co-workers and stakeholders.
- Represent NSO well with professional behaviour and language.
- Be flexible, innovative and responsive to change.
- Manage NSO resources effectively and responsibly.
- Be a team player, aid in the success of other employees and NSO.
- Encourage open communication in the expression of ideas, issues and problems.
- Work in harmony with fellow employees, treat all individuals with dignity and respect.
- Participate actively in the resolution of problems and conflict when they arise.
- Ensure one’s own safety and that of others in the workplace.
- Seek guidance/assistance from our manager on any issue that affects our performance.
- Take personal initiative towards self-development and improvement.
- Respect NSO’s policies and practices.

## 2. Standards of Conduct Policies

1. This section is a very important section. Some of the policies may be mandatory but even if they were not, they are policies that every employer should include.
2. Delete this text box ☹️

## 2.1 CODE OF CONDUCT SUMMARY

1. Consider this the “executive summary of expected employee conduct”. This captures the essence of the more detailed conduct policies that follow.
2. Delete this text box 😊

**NSO** is committed to fulfilling its mandate with integrity and in accordance with the highest ethical and legal standards. This Code of Conduct represents a summary of the standards by which each one of us must conduct ourselves with respect to our fellow employees and the stakeholders that we serve. Without exception, these standards apply to all employees who act in any capacity on behalf of **NSO**. Many of these standards are elaborated further in this Handbook.

Every employee is expected to:

- adhere to the highest standards of personal and professional competence, integrity and impartiality. You are expected to understand and abide by the laws and regulatory requirements that apply to your job responsibilities. No employee is expected, encouraged, or allowed to violate any law when conducting **NSO** work. Suspected violations of laws or violations of ethical standards must be reported. Retaliation against employees who report suspected violations of the law or this Code is not permitted.
- indicate their limitations if requested to perform functions outside of their specific area of competence.
- always act in accordance with **NSO**'s values, policies, procedures, and professional codes of conduct.
- take all reasonable and necessary precautions to safeguard confidential or proprietary information pertaining to the **NSO**, other employees and stakeholders, and to hold in confidence all professionally acquired information concerning them, only disclosing such information when authorized by the stakeholder or when legally or professionally required to do so.
- honour the best interests of all stakeholders and not use any professional relationship with stakeholders to further his/her own interests, personal benefit, gain or gratification.
- avoid all conflicts between personal and professional interests. Outside activities should not conflict or have the appearance of conflicting with an employee's duties.
- treat all co-workers respectfully, fairly, in good faith, and without discrimination or harassment. **NSO** respects the dignity and diversity of all employees. **NSO** will not tolerate any discrimination or harassment on the basis of sex, race, national origin, sexual orientation, age, ancestry or other protected grounds or any other offensive conduct.
- take all reasonable steps, including wearing proper safety equipment, to ensure a safe work environment which is in compliance with the laws regulating workplace safety and health. In addition, threats or acts of violence of any kind in the workplace will not be tolerated.

- not be involved with drugs and/or alcohol while working. Every employee is forbidden from using, selling, purchasing, transferring, or possessing any illegal drug while on NSO property or while performing NSO work. Consumption of alcohol, unless served at NSO sponsored or NSO approved events, or misuse of alcohol or other legal drugs while on NSO property or while performing NSO work is also forbidden. Recreational cannabis is not permitted on NSO property or while performing NSO work. Employees must not use medicinal cannabis while on NSO property or performing NSO work without medical authorization and without prior authorization by the NSO.
- protect and prevent the misuse, theft, or waste of the NSO's assets. The use of assets or NSO funds for any unlawful purpose – whether for personal gain or NSO's gain – is strictly prohibited.

In general, the use of good judgment will guide you with respect to lines of acceptable conduct.

When in doubt about an action, it helps to ask yourself:

- If this action were known, would it damage the NSO's reputation or that of any individual, including mine?
- Would I be embarrassed if others knew I had taken this action?
- If the situation were reversed, how would I feel as the recipient of this action?
- Is there an alternative action that does not pose an ethical conflict?
- Should I talk with someone in authority at the NSO before I take this action?

If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed with your supervisor for advice and consultation.

Upholding the Code of Conduct in our daily work depends on each of us to be the best in our work. Compliance with the Code of Conduct and its provisions are considered a condition of employment. Any breach of the Code of Conduct may result in disciplinary action, up to and including possible termination.

## 2.2 HARASSMENT

1. This is a mandatory (legally required) policy in Ontario.
2. Adjust for whether your NSO has a Joint Health and Safety Committee or a Health and Safety representative. The number of Ontario employees will dictate which you should have.
3. Delete this text box 😊

### **NSO statement**

NSO is committed to providing all employees with a safe work environment that encourages productive activity and mutual respect. To accomplish this objective, NSO will not tolerate harassment in the workplace for any reason by any employee, manager, or any person with whom NSO has dealings.

Harassment has a negative effect on our workplace, creates a hostile and offensive work environment and is not acceptable. NSO prohibits not only actions which are severe enough to be unlawful but also conduct and comments which, although not illegal, are nevertheless inappropriate.

**Harassment is a violation of NSO's policy.**

It is every employee's responsibility, regardless of position, to comply with this policy and to keep NSO's work environment free of harassment of any kind.

NSO, in consultation with its Joint Health and Safety committee / Health and Safety representative, will review its harassment policy and measures annually to ensure effectiveness. The input of the Joint Health and Safety committee / Health and Safety representative is welcomed in the development, review and maintenance of this policy.

### **Definition**

**Workplace harassment** is defined 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 and includes workplace sexual harassment.

**Workplace sexual harassment** is further defined as:

- engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

More broadly defined, harassment is any behaviour that demeans, embarrasses, humiliates, annoys, alarms or verbally abuses a person and that a reasonable person should have known, or ought

reasonably to have known, to be offensive and unwelcome and that can create an intimidating, hostile or offensive work environment. This includes, but is not limited to, any unwelcome physical, visual or verbal conduct such as:

- offensive comments, jokes, teasing, name-calling, slurs, innuendo, insults, gestures
- bullying, threats, intimidation, or other aggressive behaviour
- pranks or practical jokes
- displaying or circulating offensive pictures or materials, posters, pictures, cartoons
- offensive or intimidating phone calls
- inappropriate touching, staring, invasion of personal space
- unwelcome sexual advances, propositions, comments, acts, requests for sexual favours
- any inappropriate activities that target persons based on race, ancestry, place of origin, colour, ethnic origin, creed, citizenship, religion, sex, sexual orientation, age, record of offences, marital/family status, disability or any other legally protected grounds

Harassment can take many forms, may result from one incident or a series of incidents, but it should be remembered that it is not necessarily the intent of the behaviour which constitutes harassment, but the effect of that behaviour on the person who feels harassed.

**Note:** A reasonable action taken by an employer or supervisor relating to the management and direction of workers or the workplace is not workplace harassment.

### **To Whom This Policy Applies**

This policy applies to all employees of **NSO** without exception. Furthermore, harassment of employees in the course of their employment by any person who is not an employee of **NSO** is not acceptable and will not be tolerated.

**NSO** shall ensure that a copy of this policy, and all other related policies, is provided to each new employee as part of the employee's hiring documentation and also reviewed with the new employee during that employee's orientation process.

Harassment is prohibited both on **NSO's** premises, working off-site, and off-site in connection with any **NSO** related activities such as, but not limited to, social functions.

Harassment which occurs outside the workplace and / or during non-work hours but which affects employees' relationships at work may also be defined as workplace harassment. This includes activities on the Internet, even if on an employee's personal time and equipment, using such vehicles as blogs, chat rooms, and social sites such as "Facebook", "Twitter", etcetera. There is no such thing as anonymity or security on the Internet. It is a breach of this policy, and likely **NSO's** Confidential Information policy, to communicate, in any manner, information, statements and any form of

expression that disparages, defames, negatively prejudices and impacts the NSO, stakeholders, employees, in business and /or in reputation.

### **Prevention and Reporting**

It is every employee's responsibility to comply with this policy and to keep NSO's work environment free of harassment of any kind. This includes attending training or information sessions provided by the employer to reduce harassment and co-operating with police, NSO investigators or other authorities as required during any investigation related to workplace harassment.

If you are subject to harassment, or witness this behaviour, you are encouraged to directly inform the person whose behaviour is inappropriate and request that it stop. If the behaviour continues, or if you are not comfortable advising the offending person, you have the responsibility to immediately report the conduct to Human Resources or to your manager. If the manager is not available, or is not the appropriate person, then the complaint must be directed Human Resources and/or to the next level of Senior Management/CEO/ED/GM. If the latter is not the appropriate person, the employee can also approach the Joint Health and Safety committee / Health and Safety representative and/or the Ministry of Labour.

When inappropriate behaviour continues after your initial request(s) for it to stop, it is important to make and keep written notes about the events leading to the complaint. The details should include a description of the behaviour, relevant date(s), time(s), place(s), and names of witness(es). Also include any request to discontinue the conduct (date and time) and the reaction of the accused person(s), if relevant. Any other documents or materials, such as letters, notes, offensive pictures, etc., that may have something to do with the complaint should also be kept.

Employees are not expected to tolerate inappropriate behaviours from anybody in the course of their employment, including external parties, and are encouraged to immediately re-direct such persons to Senior Management / to the CEO/ED/GM.

Managers are responsible for actively promoting a positive, harassment-free work environment and intervening when problems occur, whether witnessed or when the inappropriate actions of others come to their attention.

### **Investigation**

All reported cases of harassment will be fully and promptly investigated by NSO, as appropriate in the circumstances, before a course of action is decided upon. Where necessary, NSO may refer the investigation to an external investigator. The investigation process will usually involve interviews with the complainant, the respondent and any witnesses. Investigations will be conducted responsibly, fairly, and with complete impartiality. Confidentiality will be maintained to the degree

possible and in a manner consistent with the necessary steps to resolve the concern. All participants in the investigation are expected to respect the confidentiality of the matter and of all participants.

A written report of the investigation findings will be prepared along with recommendations, if any, to NSO for action. Both complainant and respondent (if an employee of NSO) will be provided with an appropriate summary in writing of the conclusion(s) and corrective actions, if any, within ten (10) day of the conclusion of the investigation.

### **Consequences**

Any employee found to have engaged in harassment or other inappropriate conduct will be subject to appropriate corrective action, up to and including termination and/or legal action, and/or informing the authorities, as appropriate. No person in NSO is exempt from this policy.

Allegations of harassment are serious matters that impact the lives and reputations of people so there will also be no tolerance for abuse of this policy. Allegations found to be malicious or deliberately fabricated will result in appropriate corrective action, up to and including termination.

### **No Retaliation or Reprisal**

Persons who make a complaint, and those who have provided information regarding a complaint, will not be penalized for doing so when the complaint and participation are in good faith. No employee will be retaliated against for bringing their concerns to NSO's attention. Therefore, do not allow an inappropriate or unlawful situation to continue by not reporting it, regardless of who is creating that situation.

Any retaliation or reprisal is subject to immediate corrective action, up to and including termination. Alleged retaliation or reprisals are subject to the same complaint procedures and penalties as complaints of harassment.

**ATTACHMENT** — Sample Harassment Report Form

**Sample Harassment Report Form - use more paper as required**

1	Complainant Name:	
2	Department:	Job Title:
3	Name of alleged Perpetrator:	
4	How do you know the alleged Perpetrator? <input type="radio"/> Employee <input type="radio"/> Contractor <input type="radio"/> Visitor <input type="radio"/> Other (please specify)_____	
5	Type of Incident: <input type="radio"/> Physical <input type="radio"/> Verbal <input type="radio"/> Other (please specify)_____	
6	Description of Incident(s) (what, when, where, why, how, who):	
7	Location of Incident(s):	
8	Date(s) and Time(s) of Incident(s):	
9	Who else involved: a. Witnesses' names: b. Participants' names:	
10	Did you request the alleged Perpetrator to stop his/her behaviours? <input type="radio"/> Yes <input type="radio"/> No a. If yes, give details including dates: b. If no, please explain:	
11	Reported to Manager? <input type="radio"/> Yes <input type="radio"/> No a. Name of Manager: b. If yes, give details, including dates: c. If no, please explain:	
12	Have you experienced any previous incidents with alleged Perpetrator? <input type="radio"/> Yes <input type="radio"/> No a. If yes, provide details, including dates.	
13	Did any working condition contribute to the incident?	
14	Please provide any other information you think is relevant, including hard copies of evidence:	

**Signature of Complainant:** \_\_\_\_\_        **Date:** \_\_\_\_\_

## 2.3 WORKPLACE VIOLENCE

1. This is a mandatory (legally required) policy in Ontario.
2. Adjust for whether your NSO has a Joint Health and Safety Committee or a Health and Safety representative. The number of Ontario employees will dictate which you should have.
3. Delete this text box 😊

### **NSO statement**

NSO is committed to providing all employees with a safe work environment that encourages productive activity and mutual respect. NSO will not tolerate violence in the workplace for any reason by any employee, manager, or any other person with whom NSO has dealings.

**Workplace violence is a violation of NSO's policy.**

It is every employee's responsibility, regardless of position, to comply with this policy and to keep NSO's work environment free of violence of any kind.

NSO will review its workplace violence policy and prevention measures annually to ensure effectiveness.

### **Definition**

**Workplace violence is:**

- the **exercise of physical force** by a person against a worker, in a workplace, that causes or could cause physical injury to the worker
- an **attempt** to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker
- a statement or behaviour that it is reasonable for a worker to interpret as a **threat** to exercise physical force against the worker, in a workplace, that could cause the worker physical injury

Workplace violence also includes property damage, vandalism, sabotage, theft, arson as these are acts of aggression against the workplace.

Examples of conduct that may be considered threats or acts of violence include:

- hitting, kicking, punching, pushing, shoving, slapping, pinching, grabbing, biting
- throwing objects at an individual(s) with a view to cause physical injury or fear
- horseplay that results in harm to an individual
- threatening an individual or his/her family, associates or property with harm
- the intentional destruction or threat of destruction of NSO's or other's property
- threatening phone calls or emails
- surveillance or stalking
- the suggestion that violence is appropriate
- unauthorized possession or inappropriate use of firearms or weapons of any sort

Any form of threatening remarks, behaviour, or acts of violence, including intimidation, violence and/or coercion, against other employees, stakeholders, visitors, or other individuals on NSO's premises or off-site where connected with NSO-related activities, is strictly prohibited. Acts or threats of physical violence include conduct that is sufficiently severe, offensive, coercive, or intimidating to alter the employment conditions at our workplace or to create a hostile, abusive, or intimidating work environment for one or several individuals. Workplace violence further includes, but is not limited to, the following:

- all threats or acts of violence occurring on NSO's premises, regardless of the relationship between NSO and the parties involved in the incident
- all threats or acts of violence occurring off NSO's premises involving someone who is acting in the capacity of a representative of NSO
- all threats or acts of violence occurring off NSO's premises involving an employee of NSO if the threats or acts affect NSO's legitimate interests
- any acts or threats resulting in the conviction of an employee under any criminal code provision relating to violence or threats of violence which adversely affect the legitimate interests and goals of NSO

**“Domestic violence”.** A person who has a personal relationship with an employee - such as a current/former spouse/partner or a family member - may, or attempt to, physically harm, that employee at work. In these situations, domestic violence is considered workplace violence. When NSO is aware that domestic violence threatens to enter the workplace, NSO will take appropriate actions to protect the employee and co-workers at the workplace.

### **To Whom This Policy Applies**

This policy applies to all employees of NSO, without exception. Furthermore, violence to employees in the course of their employment by a person who is not an employee of NSO is not acceptable and will not be tolerated.

Violence is prohibited both on NSO's premises, working off-site, and off-site in connection with any NSO related activities such as, but not limited to, social functions.

Violence which occurs outside the workplace and / or during non-work hours but which affects employees' relationships at work may also be defined as workplace violence. This includes activities on the Internet, even if on an employee's personal time and equipment, using such vehicles as blogs, chat rooms, and social sites such as “Facebook”, “Twitter”, etcetera. There is no such thing as anonymity or security on the Internet. It is a breach of this policy, and likely NSO's Confidential Information policy, to communicate, in any manner, information, statements and any form of expression that disparages, defames, negatively prejudices and impacts the NSO, stakeholders, employees in business and /or in reputation.

## **Risk Assessment**

NSO will conduct risk assessments and establish programs and procedures to minimize and/or prevent violence in the workplace and to foster the safety and security of NSO's employees, stakeholders, and visitors. All employees are expected to be aware of and participate in such programs and procedures, as required.

NSO's risk assessment process will include all departments and will involve supervisors, employees and the Health and Safety representative in assessing the risk of violence in each department and work environment on a periodic basis. The process shall include taking actions to remove as many risks as can be reasonably removed and instructing employees to recognize risk. The risk assessment shall be reviewed at least annually. A written report on the results will be provided to all parties to the risk assessment process as well as employees.

## **Responsibilities, Prevention and Reporting**

### **Employees' Responsibilities:**

- a) It is every employee's responsibility to comply with this policy and to keep NSO's work environment free of violence of any kind.
- b) Employees are responsible for attending any training or information sessions provided by the employer to reduce violence or risks of violence.
- c) Employees are responsible for immediately informing their managers of any incidents of threats or acts of physical violence, potential risk of violence, close calls, or unacceptable behaviour they may experience or witness, whether directed at them or not. This includes issues in the employee's non-work life that may impact on the employee's or his or her co-worker's safety in the workplace.

Employees are not expected to tolerate inappropriate behaviours from anybody and are encouraged to immediately re-direct such persons to their immediate manager. If the immediate manager is not available, or is not the appropriate person, then the incident(s) must be directed to Senior Management / to the CEO/ED/GM. and to the Joint Health and Safety committee / Health and Safety representative.

It is important to make and keep written notes about the events leading to the incident(s). The details should include a description of the behaviour, relevant date(s), time(s), place(s), and names of witness(es). Also include any request to discontinue the conduct (date and time) and the reaction of the accused person(s), if relevant. Any other documents or materials, such as letters, notes, offensive pictures, etc., that may have something to do with the incident(s) should also be kept

- d) Employees are expected to co-operate with the police, NSO investigators or other authorities as required during any investigation related to workplace violence.

## **Managers' Responsibilities:**

- a) Managers are responsible for assessing the risk of violence to employees in the workplace, minimizing those risks where necessary or reasonably possible and informing any affected employee of such risk or potential risk.
- b) Managers are responsible for ensuring employees are trained to:
  - i. recognize the potential for violence;
  - ii. follow the procedures and policies developed to minimize risk;
  - iii. respond to incidents appropriately; and
  - iv. report and document such incidents.
- c) Managers are responsible for actively promoting a positive, violence-free work environment and intervening when problems occur, whether witnessed or when the inappropriate actions of others come to their attention. This includes tracking and reporting risks of violence, incidents of violence, and close calls to **Senior Management / to the CEO/ED/GM**, and to the **Joint Health and Safety committee / Health and Safety representative**, according to the timelines set out in the procedures. The Violent Incident Report Form shown in Attachment A to this policy can be used for this purpose.
- d) Managers are responsible for ensuring proper medical care is provided for anyone involved in an incident and for securing the safety of employees, before investigating the incident or taking reports.
- e) Managers are responsible for co-operating with police, NSO investigators or other authorities, as required during any investigation related to workplace violence.
- f) Managers shall ensure that a copy of this policy, and all other related policies and programs, is provided to each new employee as part of the employee's hiring documentation and also reviewed with the new employee during that employee's orientation process.

## **Investigation**

All reported incidents of violence will be taken seriously and will be fully and promptly investigated by **NSO** before an appropriate course of action is decided upon. The investigation process will usually involve interviews with the complainant, the respondent and any witnesses named by either. Investigations will be conducted responsibly, fairly, and with complete impartiality. Confidentiality will be maintained to the degree possible and in a manner consistent with the necessary steps to resolve the concern. A written report of the investigation findings will be prepared along with recommendations, if any, to **NSO** for action.

Each and every incident of violence in the workplace shall be reported immediately to the manager. The manager shall investigate the incident immediately. The Violent Incident Investigation Checklist shown in Attachment B to this policy can be used to investigate any reported violent incident. The following steps should be followed by the manager:

- (a) The manager shall immediately make the appropriate inquiries of the victim and/or witnesses to determine if the incident is minor or serious.
- (b) If the incident is minor:
  - (i) conduct the appropriate investigation immediately; and
  - (ii) within twenty-four (24) business hours, write a report outlining the details, facts and witnesses of the incident and submit the report to **Senior Management / to the CEO/ED/GM.** and to the **Joint Health and Safety committee / Health and Safety representative.**

If the assailant is an employee, the manager shall apply appropriate disciplinary measures based on the facts of the incident and the assailant's employment record.

- (c) If the incident is serious:
  - (i) the manager must first ensure the safety of employees and him/herself;
  - (ii) ensure proper medical treatment is provided or sent for;
  - (iii) contact the authorities as soon as possible, (Police or Ministry of Labour, where appropriate), to report the incident;
  - (iv) contact **Senior Management /the CEO/ED/GM.** and to the **Joint Health and Safety committee / Health and Safety representative,** as soon as possible, to assess who should be involved in the investigation;
  - (v) conduct a thorough investigation, keeping detailed notes of facts, times, witnesses, and witness accounts;
  - (vi) within forty-eight (48) hours after the completion of the investigation write and submit a detailed report of the incident to **Senior Management / to the CEO/ED/GM.** and to the **Joint Health and Safety committee / Health and Safety representative,** and any other parties required by law;
  - (vii) consult with **Senior Management / the CEO/ED/GM** regarding any disciplinary action to be applied.

### **Work Refusal**

An employee may refuse to work or do particular work where he or she has reason to believe that workplace violence is likely to endanger himself or herself. **However, the right to refuse work does not apply to occupations where the risk of violence is an inherent part of the job, is a normal condition of the employee's employment and / or refusing work will endanger others.**

An employee who refuses to work must report this immediately to his/her manager. Until the investigation into a work refusal is complete, the employee must remain in a safe place as close to her/his workstation as possible (unless assigned other work). S/he must also be available during normal working hours for any investigation.

Where, following the investigation or any steps taken to deal with the circumstances that caused the work refusal, the employee has reasonable grounds to believe that workplace violence continues to be likely to endanger himself or herself, the employee may refuse to work or do the particular work and the employer or the employee shall cause an inspector to be notified. The inspector shall, following the investigation, decide whether a circumstance described is likely to endanger the worker or another person.

Pending the investigation and decision of the inspector, the employee shall continue to remain, during the employee's normal working hours, in a safe place that is as near as reasonably possible to his or her workstation and available to the inspector for the purposes of the investigation.

In the event of a work refusal, NSO retains the right to assign the employee reasonable alternative work during the employee's normal working hours, and / or where the assignment of reasonable alternative work is not practicable, give other directions to the employee.

### **Consequences**

Any employee found to have engaged in violence will be subject to appropriate corrective action, up to and including termination and/or legal action, and/or informing the authorities, as appropriate. No person engaged by NSO is exempt from this policy.

Allegations of violence are serious matters that impact the lives and reputations of people so there will also be no tolerance for abuse of this policy. Allegations found to be malicious or deliberately fabricated will result in appropriate corrective action, up to and including termination.

### **No Retaliation or Reprisal**

Persons who make a complaint, and those who have provided information regarding a complaint, will not be penalized for doing so when the complaint and participation are in good faith. No employee will be retaliated against for bringing their concerns to NSO's attention. Therefore, do not allow an inappropriate or unlawful situation to continue by not reporting it, regardless of who is creating that situation.

Any retaliation or reprisal is subject to immediate corrective action, up to and including termination. Alleged retaliation or reprisals are subject to the same complaint procedures and penalties as complaints of violence.

### **Training and Education**

All employees, regardless of position, are required to be educated and trained on the contents of this policy. Training program for employees shall include:

- a) how to recognize potentially violent situations
- b) what are the procedures, work practices, administrative arrangements and controls that have been developed to minimize or eliminate the risk to workers
- c) appropriate responses of workers to incidents of violence, including how to obtain assistance
- d) procedures for reporting violent incidents

### **ATTACHMENTS**

Attachment A — Sample Violent Incident Report Form

Attachment B — Sample Violent Incident Investigation Checklist

## Attachment A - Sample violent incident report form

Complainant Information			
Name	Job Title		
Department	Date of incident:	Time of incident:	
Type of Incident	<input type="radio"/> Physical	<input type="radio"/> Verbal	<input type="radio"/> Other
Description of Incident			
Location of Incident			
Medical Attention required (Please explain):			
Police called? <input type="radio"/> Yes <input type="radio"/> No If yes, give details:	WSIB reported issued? <input type="radio"/> Yes <input type="radio"/> No Provide details:		
Investigation conducted? <input type="radio"/> Yes <input type="radio"/> No Names of investigators involved:	Reported to Manager? <input type="radio"/> Yes <input type="radio"/> No Name of Manager		
Assailant Information			
<input type="radio"/> Employee <input type="radio"/> Customer <input type="radio"/> Visitor <input type="radio"/> Ex-employee <input type="radio"/> Other (please specify)			
Gender <input type="radio"/> Male <input type="radio"/> Female	Name (if known)		
Age	Weight	Height	Complexion
Other distinguishing marks:			
Vehicle description (if any):			

<b>Other Information</b>	
Has the assailant been involved in any previous incidents with employees? If yes, provide details.	
Did any working condition contribute to the incident?	
Names of witnesses:	
Please provide any other information you think is relevant:	
Name of Investigator:	Signature of Investigator:
Date:	

## **Attachment B - Sample Violent Incident Investigation Checklist**

Use this checklist for violent incident investigations to ensure all aspects of the incident have been reviewed. Prepare an Incident Report based on your findings.

- \_\_\_ Names, addresses, telephone numbers of complainants, assailants and witnesses
- \_\_\_ Occupation of complainants, assailants and witnesses
- \_\_\_ Date and time of Incident
- \_\_\_ Date and time incident reported to employer
- \_\_\_ Exact location of incident
- \_\_\_ Exact location of complainants, assailants and witnesses
- \_\_\_ Activities of complainants, assailants and witnesses before, during and after incident
- \_\_\_ Statements of witnesses and their locations
- \_\_\_ Detailed explanation of events in order of sequence of occurrence
- \_\_\_ Complainant's account of events
- \_\_\_ Description of assailant(s)
- \_\_\_ Description of any vehicles involved in incident
- \_\_\_ Assailant's account of events
- \_\_\_ What participants said and did immediately before and after incident
- \_\_\_ Physical conditions of work environment at time of incident
- \_\_\_ Assailant's physical and mental state prior to and at the time of incident
- \_\_\_ Unusual activity that may have contributed to incident
- \_\_\_ Substance use or abuse
- \_\_\_ Relationship between complainant and assailant, if any
- \_\_\_ Investigator's relationship to complainant and assailant, if any
- \_\_\_ Photographs of incident site
- \_\_\_ Diagram of incident site, location of injured worker and witnesses

## 2.4 CONFLICTS OF INTEREST

1. Include this policy if there is potential for problematic conflicts of interest.
2. Read this carefully to ensure fit for your NSO. Delete/add/edit as appropriate.
3. Delete this text box 😊

It is essential that employees avoid any situation where personal interests conflict with, or even give the appearance of a conflict, with the interests of NSO. NSO's reputation and relationships are of utmost importance. These relationships are often the product of long-standing and substantial investments of the NSO's resources, energies and efforts. Employees must maintain "arm's length" relationships and conduct all negotiations in an ethical and lawful manner. Any direct or indirect conflict of interest is prohibited unless specifically consented to by NSO in writing. If there is ever any doubt as to whether a transaction / situation places you in a conflict of interest, consult your manager for a written decision. Examples of potential conflict include:

### **External Relationships**

- **Relationship with Stakeholders**

It is a conflict for an employee to own a substantial interest (other than as a shareholder of a publicly traded company) or participate in the business of any stakeholder or organization that conducts or seeks to conduct business with NSO. The potential for a conflict of interest could also exist if an employee's close relative had a substantial interest in a stakeholder of NSO.

A conflict of interest also exists when an employee or a family member receives an unearned personal benefit as a result of the employee's position with NSO in any decision or action by the employee on behalf of NSO. Any transaction which is conducted by an employee with a person or business with whom the employee has personal ties must be fully disclosed to management prior to the deal closing.

- **Additional Employment, Paid or Unpaid, Outside NSO**

While employed at NSO, you may work/volunteer for other organizations as long as doing so does not interfere with your ability to fulfill your responsibilities at NSO satisfactorily and /or does not create any actual, potential, perceived or apparent conflicts of interest. Activities outside of NSO cannot be associated with NSO unless expressly authorised by NSO and must not be conducted during the employee's hours of employment with NSO.

It is also a conflict of interest and breach of NSO policies for an employee do work on their own time (i.e. self-employment) if it competes in any way with NSO's work.

### **Gifts and Benefits**

Although NSO recognizes that moderate hospitality is an accepted work courtesy, in order to preserve the image and integrity of NSO, gifts for personal use should be avoided. Employees who are recipients of allowable gifts should not permit themselves to reach the position where they may be deemed by others to have been influenced in making a decision as a consequence of accepting such hospitality. It is against NSO policy for any employee to accept any inducement to make any decisions by which s/he or a personal tie will personally profit. Please advise your manager of gifts that have been offered and/or given to you at the time of occurrence.

### **Personal Use of NSO Property or Information**

It is improper for employees to use or divert to personal benefit any NSO property, information, or resources, including the services of other employees, for their own advantage or benefit. NSO provided equipment and property are intended for use in the performance of NSO work only. NSO strictly prohibits the use of NSO equipment and property for conducting unapproved work for any alternate sources of employment, compensated or otherwise, or for any home-based business at any time. Employees are also prohibited from the use of, or unauthorized transmission of, any confidential or privileged information available only to NSO staff for any personal reason, be it directly or indirectly through others.

### **Internal Relationships**

NSO supports employees' recommendations of qualified candidates for employment, including relatives. However, to avoid potential conflicts of interest NSO will strive to prevent assignments and / or working relationships that involve relatives or individuals with close personal relationships that may potentially lead to complaints of favoritism, lack of objectivity, or employee morale and dissension problems that can result from such relationships.

### **Compliance**

For more information about conflicts of interest, refer to NSO's Code of Conduct or consult your supervisor. Violations may result in disciplinary action, up to and possibly including termination. Employees are encouraged to raise any questions regarding specific activities or questions involving this policy to their supervisor before becoming engaged in outside activities or relationships that could violate the policy.

## 2.5 CONFIDENTIAL INFORMATION

1. Although not mandatory, this is an important policy to include.
2. Delete this text box ☺

All employees of NSO are at some time exposed to confidential NSO information such as, but not limited to, employee information, stakeholder information, financial information, strategies, third party information. The protection of confidential information is vital to the interests and the success of NSO. Employees are to use common sense, good judgment, and take all reasonable steps to ensure that information pertaining to NSO and its stakeholders is kept confidential. Employees must not disclose confidential information to fellow employees, family, friends or any other person, within or outside of NSO, who does not have the right to know, whether during or after termination of employment. If someone questions you and you are concerned about discussing certain information, politely refer the request to your manager.

If you possess/know confidential data, you are held personally responsible for its safekeeping. Sensitive and confidential information must be secured when not in use. Removal and copying of NSO documents, records, or reports without prior approval is prohibited. Upon termination of employment, however caused, employees are not permitted to take any confidential NSO information and must return to NSO, all confidential NSO information in their possession whether original documents or copies, whether in print, electronic or other form.

This policy applies even when you are not work. It is a breach of policy to communicate any confidential information, at any time, by any method, including through the use of Internet vehicles such as blogs, chat rooms, and social sites such as “Facebook”, “Twitter”, etcetera. There is no such thing as anonymity or security on the Internet. It is also a breach to communicate, in any manner, information, statements and any form of expression that can negatively prejudice and impact the NSO, stakeholders, and employees, in business and /or in reputation.

Disclosure of confidential information is a serious offense as is personal use. The breach of any parts of this policy is grounds for discipline up to and including immediate dismissal and/or legal action, and/or informing the authorities, as appropriate. This policy and its obligations continue to apply to individuals who leave the employ of NSO.

### **Discarding Confidential Documents**

Paper put into recycling or garbage is not automatically shredded so please ensure that documents containing confidential/sensitive information, including NSO correspondence, stakeholder information, etc., are destroyed by being shredded before being placed in the garbage or recycling.

Digital media is to be destroyed when the data is no longer needed by NSO.

## 2.6 PRIVACY POLICY

1. Privacy and confidentiality are not the same thing.
  - a. In the Confidentiality policy, employees are reminded of their responsibility to protect confidential information.
  - b. In the Privacy policy, the NSO commits to protecting employee information and using it only for legitimate NSO/employment purposes.
2. Privacy principles apply to other stakeholders too but given that this is an employee handbook, only the employee perspective is addressed in this Privacy policy (with some gratuitous “accounting” examples).
3. Pay attention to Safeguards section. Which apply to your NSO?
4. Delete this text box ☺

**NSO** is committed to protect the privacy of all personal information in compliance with the Personal Information Protection and Electronic Documents Act (“PIPEDA”).

### **Purposes:**

In the course of its work, it is necessary for the **NSO** to collect and use a variety of personal information. For example:

- *In accounting, personal information is collected to process supplier payments, payroll and to invoice stakeholders.*
- *In HR, the **NSO** uses personal information gathered in the screening process to determine the most qualified and best-suited candidate for a position. Once employed, personal information is used to administer the employment relationship.*

The **NSO** recognizes the importance and obligations that accompany such disclosures and commits to safeguarding and protecting personal information and to ensuring that it is used only for the intended purposes.

### **Accountability:**

Ultimately, the **CEO/ED/GM** is responsible for the privacy policy and ensuring adherence to its principles. In the normal course of work, individuals within the **NSO** are given the responsibility to gather, process and protect personal information. Accordingly, all employees are responsible for respecting this policy and for protecting personal information using the appropriate security safeguards and will be held accountable for breaches in confidentiality. Breach of this policy will result in disciplinary action up to and including termination.

The **NSO's** Privacy Officer is **NAME** who can be reached by phone (**XXX-XXX-XXXX**), by email (**name@NSO.xxx**), by regular mail (**NSO address**). Contact the Privacy Officer for questions and matters concerning this policy.

### **Consent:**

Individuals who provide personal information to the NSO will be informed of the purpose of collecting such information. If the purpose of the collection of their personal information is obvious, their consent will be implied, for example: applying to a job advertisement, collecting stakeholder information for invoicing.

Internally, employees sign several employment related forms and by so doing, implicitly and expressly consent to the use of personal information in the management of their relationship with the NSO, such as in the delivery of payroll. Employees also expressly consent to adhere to the NSO policies, including the Privacy Policy, when they sign the Acknowledgement Form provided with this Handbook. Due to the necessity of personal information to administer the employment relationship the NSO is unable to grant any requests from employees to withdraw their consent to use their personal information.

### **Limiting Collection:**

The collection of personal information is limited to that which is necessary to complete the work that the individual has with the NSO. For example:

- *Only information required to administer the employment relationship will be collected by NSO, such as for payroll and benefit purposes.*
- *Accounting will only collect stakeholder and supplier information required for such purposes as invoicing and payments.*

Personal information is maintained in the NSO's files and on its payroll systems. This database is to be accessible to those individuals as determined by department managers for NSO purposes only. The NSO personnel will have access only to that information which is required to perform their job duties.

### **Limiting Use, Disclosure and Retention:**

Personal information will be used for the purposes for which it was collected. The NSO will not release or sell personal information to third parties unless it is for the purposes identified to the individual or is required to do so under government laws or regulations. Personal information will be kept in accordance with CRA and other provincial and federal guidelines and will be retained only as long as necessary.

Personal information is disclosed within the NSO only as needed to perform required duties. Personal information may be released to a third party for which the NSO has a confidentiality agreement or government agencies. On occasion, such as introductions, some personal information may be presented, such as education, skills, background.

### **Accuracy:**

Individuals may update their personal information at any time by contacting the manager who collected the information or by writing to the Privacy Officer. We encourage employees to correct or update information, as required, by notifying us in writing.

The NSO may require employees to update / confirm the accuracy of their information (for example: credentials, benefits renewals, applying for other jobs internally). However, the onus and responsibility rest with each individual to inform the NSO in writing of any changes to personal information on a timely basis.

### **Safeguards:**

Personal information is protected against loss, theft, unauthorized access, disclosure, copying, use or modification by safeguards appropriate to the sensitivity of the information. Paper-based personal information is stored in our offices. Electronic information is stored on our computer systems. Safeguards include:

#### Physical safeguards such as:

- Restricted access to the NSO offices during off-hours and weekends
- Secured cabinets
- Shredding papers containing personal information when disposing
- Key access required for restricted areas and building
- Designated offices for designated personal information
- Limited access to areas where personal information is filed or stored.

#### Administrative safeguards such as:

- Employment offers and agreements include the requirement of confidentiality
- By signing the Acknowledgement Form of the NSO's Employee Handbook, employees consent and agree to abide by all the NSO policies including the Privacy policy
- Confirmation from third parties who need access to your personal information requiring them to protect and secure your personal information

#### Technical safeguards such as

- Passwords, anti-virus programs and firewalls
- IT and the CEO/ED/GM determine which employees are to have access to the electronic database and other electronic files

Duplicate copies of all keys used in NSO's offices (i.e.: desks, offices, cabinets, etc) are kept in one central location.

Personal information collected while traveling is to be stored appropriately until return to the office. Hard copies of personal information are to be stored in filing cabinets and information collected on laptops is to be transferred to the server immediately upon return to the office.

NSO staff who have work-related files at home are to maintain the same safeguards, especially technical safeguards, as at the NSO office by ensuring that all files containing personal information are stored in a locked filing cabinet and that under no circumstances are family members to have access to the information.

All employees are requested to bring forth any questions, concerns, or potential breaches to their manager or to the Privacy Officer.

### **Openness:**

The NSO will readily make available to individuals specific information about its policies and practices relating to the management of personal information. Employees are to raise questions, concerns, potential breaches with the Privacy Officer.

### **Individual Access:**

Upon written request, an individual may have access to their own personal information. Individuals wishing access to their own personal information should first contact the appropriate manager or secondly, may contact the Privacy Officer in writing.

Upon written request from the individual, personal information will also be disclosed to a third party that is not part of the NSO – i.e.: bank requesting confirmation of employment and salary.

Exceptions may include information that is prohibitively costly to provide, contains references to other individuals, cannot be disclosed for legal, security or proprietary reasons, and/or is subject to solicitor-stakeholder or litigation privilege. Personal information pertaining to other the NSO employees, contractors or stakeholders will not be divulged under any circumstances.

If a large amount of photocopying or postage/courier expenses are involved, the individual will be responsible for these fees.

### **Challenging Compliance:**

An individual may address a challenge concerning compliance with the PIPEDA Act by first contacting the manager. Any challenges will be investigated and responded to in a timely manner. Should the manager fail to resolve the issue, the Privacy Officer should be contacted in writing. Copies of all complaints should be sent to the Privacy Officer.

## 2.7 DRESS CODE, PERSONAL APPEARANCE AND HYGIENE

1. Include only if dress code/appearance/hygiene are/are becoming issues for your NSO.
2. Having this policy makes it easier to address issues of dress code/appearance/hygiene.
3. Define what is acceptable/unacceptable for your NSO.
4. Delete this text box 😊

Dress, grooming and personal cleanliness standards contribute to the morale of all employees and affect the image that **NSO** presents to stakeholders and visitors.

**NSO** encourages its employees to dress comfortably, however, it is also expected that your professional appearance, personal hygiene, and dress will be neat, clean and appropriate to the function that you perform during regularly scheduled work hours and when representing the **NSO**. The **NSO** reserves the right to prohibit any mode of dress or attire that may be deemed improper or inappropriate for conducting work or is disruptive to the working environment.

In general employees should wear clothing that is clean and in good condition at all times. You are expected to wear appropriate Personal Protective Equipment (PPE) as designated by the **NSO** in all situations that require PPE. Your manager has the authority to require suitable attire. Employees who appear for work inappropriately dressed will be sent home, without pay, and directed to return to work in proper attire.

Unacceptable attire at any time includes:

- strapless dresses and tops
- ripped, torn or faded clothing
- undergarments worn as outer garments
- clothing that conveys political, discriminatory, or offensive messages.
- any attire that is deemed inappropriate

**Uniforms:** employees who are provided with NSO uniforms are required to wear the uniform whenever they are working. Employees are also expected to start each shift in a clean uniform.

It is every employee's responsibility to follow these guidelines, to use good judgment, and to dress accordingly.

## 2.8 PROFESSIONAL COMMUNICATIONS AND CONFLICT RESOLUTION

1. A good policy to include to help people navigate moments of conflict.
2. Delete this text box ☺

**NSO** encourages open communication among all employees to promote an environment of mutual respect and courtesy. We want to emphasize the importance of not only keeping **NSO** employees informed of current events, but also the importance of employees voicing their opinions, ideas, suggestions, and knowing how to manage conflicts as they occur.

It is important to respect the opinions, suggestions and concerns of others, even though they may differ from our own. Occasionally, conflicts will arise as a result, and that is normal. The key to managing conflict is to deal with it in an open, communicative, and professional manner to work towards an early resolution that preserves the dignity of all involved.

An employee who has a conflict with another employee is encouraged to initially address the issue with the person involved in the situation. Be polite, courteous and professional, and be willing to listen. Sometimes it is okay to “agree to disagree” - without damaging the work relationship. If, at any time during the communication process, you feel that you need to raise the matter to the next level, inform the person you are currently dealing with as a courtesy to allow the person the opportunity to respond. Repeat these steps as you move through the chain of communication, which is generally as follows:

1. Individual involved in the situation
2. Supervisor
3. Next level of management
4. **CEO/ED/GM**

In exceptional situations it is not appropriate to follow the chain of communication and you should address your concerns immediately with someone at a higher level and/or the **CEO/ED/GM**. Submit your matter in writing whenever possible for clarity of communication.

Always remember that open communication starts with you. Misunderstandings easily occur when questions are left unanswered or problems unresolved. Most matters can be easily resolved in the initial steps before they become unnecessarily complicated. Clear and open communication creates a healthy work environment for everyone.

While we cannot guarantee that all conflicts or concerns will be resolved the way you want, we want you to raise your questions and concerns so that there can be a review of the matter. No employee will be retaliated against for using this procedure in good faith.

## 2.9 DRUG AND ALCOHOL USE

1. Important policy to have and to include in your Health and Safety policies too.
2. This policy is very basic. The reality of drug and alcohol problems that show up at work requires careful analysis and manoeuvring, often on a case by case basis. If uncertain how to proceed with specific situations, seek legal/HR advice.
3. Delete this text box ☺

NSO wants to provide a safe and productive work environment for all employees. Substance abuse can affect an employee's productivity and efficiency, jeopardize the safety of the employee, co-workers, stakeholders, the public, impair the reputation of the NSO and its employees, and violate employment statutes. Employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

It is important that you are not working in a situation that will compromise your safety or the safety of others. NSO forbids the consumption of drugs, including recreational cannabis, and alcohol at work and/or working while under the influence of drugs, including recreational cannabis, and / or alcohol. It is the responsibility of each employee to understand and respect this policy, for his/her safety and the safety of others.

Every employee is forbidden from:

- using, selling, purchasing, transferring, or possessing any illegal drug while on NSO property, performing NSO work, or off-site in connection with NSO activity
- purchasing, selling, or transferring alcohol or cannabis while on NSO property or performing NSO work
- consuming alcohol while performing NSO work, unless served at NSO sponsored events
- consuming recreational cannabis while performing NSO work
- using medicinal cannabis while on NSO property or performing NSO work without medical authorization and without prior authorization by the NSO
- misusing alcohol or other legal drugs while on NSO property, while performing NSO work, or off-site in connection with any NSO related activities
- operating a vehicle, tools, or equipment while under the influence of any drug (legal / illegal / prescribed) or alcohol.

“At work” includes, but is not limited to, meal periods, scheduled breaks, while on the premises of NSO or at any other location during the employee’s course of employment.

**Medical Cannabis:** Any employee using cannabis for medicinal purposes must provide the NSO with medical authorization prior to using cannabis at work in order to properly assess the

employee's ability to perform his/her work in a safe and competent manner and any possible restrictions and/or accommodations.

Many prescription and over-the-counter drugs can also negatively affect an individual's ability to perform work (ex. drowsiness, etc.), so please use your judgement prior to commencing work if any medication you are on may affect your ability to safely perform your job. Speak to your manager if you have concerns about your ability to safely perform your job.

The **NSO** reserves the right to temporarily remove, re-assign or suspend an employee pending a determination of the employee's fitness for work in accordance with this policy.

Breach of this policy may result in disciplinary action up to and including immediate termination of employment.

Employees who lose their driving license, for any reason including drug and alcohol related, and whose positions with the **NSO** involve driving as a part of their work, risk termination for the inability to fulfill their job duties due to their own actions. Similarly, individuals who lose their driving license yet require transportation to and from work, must find a way to meet their job responsibilities, at their own cost, or risk termination for the inability to fulfill their job duties due to their own actions.

## 2.10 SMOKING

1. Include if needed/desired. Many by-laws have already limited smoking at the workplace.
2. Delete this text box 😊

**NSO** does not permit smoking and/or the use of tobacco in any form, including vaping / e-cigarettes, anywhere inside its premises by employees, stakeholders, visitors, or others. **NSO's** offices and facilities are strictly non-smoking.

Individuals may smoke after exiting the building only if the smoking can be done in an inconspicuous place and away from any doors used by others. Smoking is not permitted by, or near, the front door or any entrance where others might enter or where the smoke drifts back into the office and work areas.

Employees who wish to smoke may do so during their break times. Please be courteous and use ashtrays to dispose of cigarette butts.

**Note:** If there is a more restrictive provision, whether it is a municipal by-law or other Act or regulation, the more stringent rule will prevail.

**Recreational cannabis:** **NSO** does not permit smoking and the use of recreational cannabis in any form anywhere inside or outside its premises by employees, stakeholders, visitors, or others.

**Medicinal cannabis:** Employees using cannabis for medicinal purposes must advise their manager and provide supporting documentation before accommodations will be considered.

## 2.11 USE OF COMPANY PROPERTY

1. Important policy to clearly spell out your NSO's expectations and each employee's responsibilities as well as emphasizing that employees can have no expectation of privacy/ownership when using NSO property.
2. Read this carefully to ensure fit for your NSO. Delete/add/edit as appropriate.
3. Delete this text box 😊

NSO has a commitment and responsibility to its stakeholders and employees to ensure that communications of any kind, generated in any way, by the NSO via NSO property be strictly professional, appropriate and confidential when required.

As such, employees must be aware that all items provided by the NSO, including, but not limited to, tools, equipment, cell phones, desks, lockers, file cabinets, computer systems and software, USB keys, facsimile machines, electronic mail, phones, voice mail, protective clothing, NSO uniform, office/building keys, and other items, are NSO property and are to be used for NSO purposes only. Upon leaving NSO's employment, employees must return all NSO property in good working condition by a specified date but no later than the last day of work.

**Special note:** employees who have NSO laptops, flash drives and/or other devices that contain confidential and proprietary NSO information must take all precautions to protect these devices and the information they contain when outside of the office. For example, NSO devices must not be left out in the open in public spaces, visible in your vehicle, used for conducting personal matters or shared with others.

Employees are responsible for items issued to them by the NSO, or in their possession or control. In the event that any NSO property is damaged, lost, or stolen, employees are required to report the incident to the manager as soon as possible. Abuse of NSO property and of this policy will lead to disciplinary action, up to and including termination, and/or legal action, and/or informing the authorities, as appropriate.

### **No Expectation of Privacy or Ownership**

Employees should have no expectations of privacy or ownership with respect to any the NSO property. The NSO has the right to re-assign its property as it sees fit. It is strongly advised that personal information and items not be kept at work / on the NSO property. NSO is not responsible for any personal information stored on the NSO property in the event that it is lost, destroyed or otherwise eliminated.

Locks on desks, file cabinets, lockers, doors are provided to protect NSO property, items, and information. They are not intended for the privacy of employee personal / private property so employees are advised to not store private/personal property at work.

Employees should not have any expectation of privacy or ownership of information transmitted over, received by, or stored in any electronic communications device owned, leased, or operated in whole or in part by or on behalf of the NSO. All calendar items, address book entries, personal file directories, voicemail and e-mail messages composed, sent, received, stored on electronic systems are and remain the sole property of the NSO. The NSO reserves the right to review, audit, intercept, access and disclose messages and information created, received, transmitted, or stored by employees in any electronic communications device including the electronic mail systems or voice-mail systems for any purpose at any time, either with or without an employee's knowledge, consent or approval and without prior notice.

The NSO can monitor Internet usage and will restrict access to specific sites. Any inappropriate use of the Internet will result in your access being revoked unilaterally by the NSO. Employees are to be aware that the NSO is capable of recording each web site visit, chat/newsgroup or email message, and each file transferred into and out of our internal networks, and reserves the right to do so at any time.

#### **Personal Use of Telephone, E-Mail, Internet, Voicemail, Fax, Photocopiers**

The use of the NSO's electronic mail, Internet access, telephone, photocopiers, and voicemail is for NSO purposes. Incidental personal use of e-mail, Internet, telephone, photocopiers and voicemail is permitted only on the employee's own time and must not interfere with his / her job or NSO operations, nor should it cause any harm or embarrassment to the NSO.

(Please note that employees are expected to limit the use of their own personal devices, ex. smart phones, etc. to non-work time only and to not breach any NSO policy.).

This policy should be read in conjunction with other NSO policies, including, but not limited to, policies prohibiting harassment, violence, code of conduct. Employees are prohibited from:

- using the NSO's mail system for sending or receiving personal correspondence
- accessing the Internet for unethical purposes, including pornography, violence, gaming, gambling, racism, harassment or any illegal activity
- using profanity or vulgarity in e-mail and/or in public messages. Crude, vulgar, offensive, or pornographic material may not be received, sent, or accessed on any computer, e-mail or other NSO property, will not be tolerated, and should be reported.
- posting and sending messages to public forums/chat rooms unless the user has received permission from an appropriate member of management
- transmitting the NSO's financial, stakeholder, or other confidential information out of the internal network and over the Internet without proper authorization and encryption

- using NSO property for: personal business or profit-making activities, commercial ventures unrelated to the NSO, religious or political causes, or other non-NSO matters
- sending, downloading, or receiving copyrighted materials without proper authorization
- forgery (or attempting forgery) of electronic or voice-mail messages
- attempting to read, delete, copy, or modify the electronic or voicemail of others
- sending chain mail/spam
- downloading/viewing non-work-related videos, music, games, personal files and e-mails
- accessing social media accounts from NSO property including, but not limited to, Netflix, Twitter, Facebook, YouTube, etc.

### **Passwords and Security**

Passwords maintain the confidentiality of the NSO's information by giving employees access to the NSO's computer, electronic, facsimile, photocopiers, and/or telephone systems as required for their work functions. Passwords are not designed to provide confidentiality of any personal messages or information so employees should expect no privacy with respect to the use of NSO equipment or systems. For security reasons, employees shall not reveal their account information and passwords to anyone for any reason, with the exception of their manager.

Employees may not install or download any software on the NSO computer without prior authorization from the IT Officer nor must they alter the functioning of any security features such as antivirus and other security software. Employees may only use software according to the software license agreement. The NSO prohibits the illegal duplication of software and its related documentation.

Employees who work from their home computer are requested to ensure that they have appropriate firewalls and other safety and protection features that will safeguard all NSO's data and systems.

## 2.12 EXTERNAL COMMUNICATIONS

1. Include if needed/desired.
2. Delete this text box ☺

### **Inquiries from Outsiders**

From time to time, managers or employees may be contacted by a person outside the **NSO** regarding a current or former employee. As these inquiries often involve confidential information and/or legal issues, you should refer the caller to the **CEO/ED/GM**. You must never disclose confidential information or discuss legal issues.

### **Media Contact**

All media requests for information pertaining to the **NSO** must be directed to and approved by the **CEO/ED/GM** before information or access is given. The media include newspapers, television or radio stations, magazines, and any other outside news reporting organization.

No person shall, in any way, manage any media or other external inquiries without the express instructions from the **CEO/ED/GM**. It is considered a breach of confidentiality to manage any media or other external inquiries without consent.

## 2.13 FACILITY ACCESS AND PARKING

1. Include if needed/desired. Delete/add/edit as appropriate.
2. Include lunchroom etiquette/expectations if needed.
3. Delete this text box 😊

### Access

Security codes and keys to NSO's offices are granted to employees at management's discretion on an "as needed" basis. If you are issued a security code and keys, you are responsible for them. Security codes and keys are not to be loaned to anyone (fellow co-worker or other) nor are they to be duplicated. Your name is associated with the security code and keys that are given to you, so, for your own protection, do not share them. Security codes and keys must be kept in a secure place and not be marked with NSO's name or address. If security codes and keys go missing, report this immediately to your manager.

### Parking

Please do not park in the Visitors parking spaces, in the spaces for persons with disabilities, or in any space close to main entrance as these should be reserved for the convenience of our stakeholders and other visitors. Remember to lock your car every day and put away anything valuable.

### Leaving

If you are the last person to leave the premises, it is your responsibility to ensure that all appropriate areas are locked and secured before leaving for the evening.

As the last few people start to leave the building, they should communicate with each other to ensure that the last person knows they are responsible for the evening lock up.

### Security

Visitors must be accompanied by a NSO employee. At no time are visitors to have access to an area that contains confidential information.

### **3. General Terms of Employment**

### 3.1 EQUAL EMPLOYMENT OPPORTUNITIES

1. Include this policy.
2. Delete/add/edit the desired requirements to reflect your NSO.
3. Delete this text box 😊

NSO seeks the best people with the abilities, skills, knowledge and commitment to meet our objectives and who:

- are interested in giving their best effort, and
- want to work as part of a team in a workplace where we strive to make equitable employment practices the norm, and
- will uphold the NSO's reputation for service and quality

NSO makes decisions on hiring, promotion, job assignment and training, on the basis of qualifications, experience, ability and performance. The NSO is committed to providing equal opportunity for all qualified employees and applicants for employment without regard for race, religion, colour, sex, age, disability, national origin, ancestry, creed, sexual orientation, family status, marital status or any other prohibited grounds.

The only absolute restriction to employment, despite qualifications, is that an individual must be lawfully eligible to work in Canada.

Please note that the falsification or omission of data on an employment application is sufficient cause for termination. The NSO relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications or material omissions in any of this information or data may result in the NSO's exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

## 3.2 CATEGORIES AND TERMS OF EMPLOYMENT

1. Include only if such clarity is needed.
2. Tailor to reflect your NSO.
3. Delete this text box ☺

In order to meet the operational requirements of NSO and to attract candidates best suited to our needs, various categories of employment have been established.

A “**regular full time**” employee normally works 42.5 hours / week on average and is eligible to participate in NSO’s group benefit programs subject to the terms, conditions, and limitations of the program. On an exceptional basis, the weekly hours might vary, but that would not change the status of the employee. Any status change will be documented in writing. This employment is ongoing with no pre-determined end date.

A “**regular part-time**” employee normally works less than 42.5 hours / week on average. Part-time employees are not eligible to participate in NSO’s group benefit. On an exceptional basis, the weekly hours might vary, but that would not change the status of the employee. Any status change will be documented in writing. This employment is ongoing with no pre-determined end date.

A “**contract employee**” has an employment contract for a pre-determined fixed duration generally greater than 3 months but less than 2 years. (ex. summer student, maternity leave replacement, special projects). Contract employment can be either full-time or part-time hours. Contract employees are not eligible to participate in NSO’s group benefit.

A “**temporary employee**” and a “casual employee” has no set hours or commitment from NSO and is usually called in to work for short term relief, for example to cover an employee on vacation. The duration may, or may not, be pre-determined, depending upon operational requirements. Temporary employees are not eligible to participate in NSO’s group benefit.

### **Changes to Terms of Employment**

“Terms of Employment” refers to such matters as compensation, employment status, leave of absences, hiring, termination, perquisites and any other program, policy or entitlement that directly affects the employee. In order to ensure the integrity of NSO’s employment and payroll practices, changes to terms of employment will only be considered outside of the regular review processes on a very exceptional basis. A supervisor does not have the authority to commit to any change to a term of employment with an employee before appropriate written approval is confirmed by the CEO/ED/GM. No employee can expect any change without the proper written documentation and written approval being executed, regardless of what verbal communications may have transpired. The supervisor will deliver the change to a term of employment to payroll only upon receipt of approval from the CEO/ED/GM.

### 3.3 BACKGROUND AND CREDENTIAL CHECKS

1. Requirements for bona fide checks, especially ongoing/future, should be a condition of employment and set out in writing in the employee's employment offer/agreement.
2. Delete this text box ☹️

Candidates (internal or external) are selected on the basis of the match between the requirements of the job and the candidate's qualifications and experience. Reference checks will be carried out to confirm the information gathered from the employee during the application and interview process. Credentials, education, license and other checks may also be conducted in accordance with the job requirements. NSO also reserves the right to request criminal and/or credit background checks for all candidates (internal and external) who are applying to a position for which these background checks are required.

#### **Verification of Professional Credentials, Licenses, Education, Insurance**

Individuals applying to positions with specific licensing, credentialing, education, and/or insurance requirements ("requirements") will have to provide proof of satisfying these requirements through copies of all applicable documents which will be kept in the employee's personnel file. It is the responsibility of the employee to ensure that all requirements are kept current and valid and to provide a copy of all renewals to NSO, along with any relevant new requirements obtained. It is the responsibility of the employee to notify NSO should there be any change in his/her circumstances, including matters that affect his/her good standing and/or licensing and/or credentials. Falsification of any requirement, as well as the failure to keep requirements current, valid, and in good standing is grounds for immediate dismissal.

Reference, background, and credential checks are conditions of employment at NSO. An individual has the right to refuse NSO the ability to do the requisite checks but understands that in so doing they are no longer eligible for the job for which these checks were requested and NSO has no further obligation to the individual. Unsatisfactory reference, background, and credential checks may result in the employee no longer being eligible for the job for which these checks were requested and NSO has no further obligation to the individual.

### 3.4 ORIENTATION AND PROBATION

1. The orientation piece is nice to have if your NSO has a process/program.
2. Delete this text box 😊

#### **ORIENTATION**

It is important to **NSO** that your first days are special and that you feel welcome. Your Manager will communicate your arrival to the current staff, will introduce you to your co-workers, and get the orientation process started. If, for whatever reason, your orientation is not completed, and/or you still have questions, please do not hesitate to ask. Communication is a 2-way responsibility.

There is a lot of information to absorb in the first days at a new job. Orientation is intended to be a “jump start”. You will likely have more questions afterwards, so please feel free to ask them of your manager who will be very happy to help.

#### **PROBATION**

1. The conditions around probation need to be clearly articulated in writing in the employee’s employment offer/agreement. This includes being clear about any termination pay or notice.
2. Three months is the window under the Ontario Employment Standards during which a termination generally does not require termination pay or notice. A longer probation period does not change your obligations under the legislation, ie you will have termination pay or notice obligations beyond 3 months.
3. Delete this text box 😊

All new employees are subject to a 3 month probationary period, starting from their date of hire, during which both parties, employee and employer, should be assessing the fit of the employment relationship. It is during this time that your manager will begin to assess your performance and suitability to the position. Throughout this period, either the employee or the manager may terminate employment without prior notice or pay in lieu of notice, or as prescribed by the prevailing employment standards legislation.

Any issues that either the employee or manager have should be reviewed as early as possible. Before the end of the probation period, you and your manager should discuss your job performance. During the discussion, please offer your comments and ideas and be sure to ask questions about anything that might concern you.

## **NSO ORIENTATION CHECKLIST**

1. This is simply a sample. Feel free to edit for your NSO, if desired.
2. Delete this text box ☺

**First Name:** \_\_\_\_\_ **Last Name:** \_\_\_\_\_

**Hire Date:** \_\_\_\_\_ **Position:** \_\_\_\_\_

A. Forms Completed	B. General Information
<input type="checkbox"/> TD1 Personal Tax Credits Return (federal)	<input type="checkbox"/> Overview of NSO: org chart, services, etc
<input type="checkbox"/> TD1ON Ontario Personal Tax Credits Return	<input type="checkbox"/> Overview of Employee Policies
<input type="checkbox"/> Employee Information form	<input type="checkbox"/> Hours of work and schedules
<input type="checkbox"/> Benefit Forms	<input type="checkbox"/> Code of Conduct
<input type="checkbox"/> Employment Offer letter	<input type="checkbox"/> Personal Hygiene, Dress Code
<input type="checkbox"/> Acknowledgement from Employee Policy Handbook	<input type="checkbox"/> Use of NSO Property
<input type="checkbox"/> Orientation checklist	<input type="checkbox"/> Probation Period
<input type="checkbox"/> Other:	<input type="checkbox"/> Introduction to Co-workers
<input type="checkbox"/> Other:	<input type="checkbox"/> Computer/e-mail/telephone set-up, as required
	<input type="checkbox"/> Other:
C. Compensation & Benefits	D. General Health & Safety (as applicable)
<input type="checkbox"/> Pay periods and pay days	<input type="checkbox"/> Explanation of Health & Safety Policies
<input type="checkbox"/> Job description review	<input type="checkbox"/> Harassment and Violence
<input type="checkbox"/> Attendance and Absences	<input type="checkbox"/> First Aid Procedures
<input type="checkbox"/> Overtime	<input type="checkbox"/> Reporting of Incidents, Accidents and Injuries
<input type="checkbox"/> Group Benefits Coverage	<input type="checkbox"/> Reporting Unsafe Equipment or Conditions
<input type="checkbox"/> Vacation	<input type="checkbox"/> WHMIS training
<input type="checkbox"/> Statutory Holidays	<input type="checkbox"/> Cell phone / PDA use policy
<input type="checkbox"/> Other:	<input type="checkbox"/> Other:
<input type="checkbox"/> Other:	<input type="checkbox"/> Other:
<input type="checkbox"/> Other:	<input type="checkbox"/> Other:

***The orientation has been received and understood:***

**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Manager's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Original:** Employee's File

**Copy:** Employee

### 3.5 CORRECTIVE ACTION

1. This is optional and is intended to give the NSO flexibility. If you opt for a strict progressive discipline policy, you will be expected to adhere to it , barring egregious situations.
2. Delete this text box (2)

**NSO** believes in treating employees fairly and equitably. When corrective action is applied, it is intended to assist employees in resolving performance issues which, if continued, would jeopardize the employee's continued employment with the **NSO**. **Please note that, notwithstanding the process below, NSO reserves the right to apply whatever corrective action it deems appropriate, including immediate termination of employment.**

Violations of **NSO**'s policies or rules, instances of unacceptable behaviour or continued sub-standard work performance are defined as unacceptable performance. These will usually, but not necessarily always, be subject to increasing degrees of discipline for the employee (i.e. verbal warning, written warning, suspension and/or termination) if improvement is not made. The actual circumstances may lengthen or shorten the process. Each case will be handled according to the situation and the **NSO** reserves the unilateral right to not apply progressive discipline and to terminate an employee for unacceptable performance. Serious misconduct may be grounds for immediate dismissal.

Some situations may warrant employee suspension whereby the employee will be sent home and not allowed to return to work until further investigation and a decision is made. During this period, the employee will not be paid. Investigations will be conducted as quickly as reasonably possible in the circumstance. If the employee is re-instated, any regular pay missed during the suspension will be paid to the employee on the next payroll. If the employee is terminated, the last day of work will be the date of suspension.

Following is a non-exhaustive list of examples of misconduct that will result in disciplinary action, up to and including termination of employment, and in some cases, even prosecution:

- working under the influence of alcohol or drugs, and/or, possession, distribution, sale, traNSOer or use of alcohol or drugs while on duty
- callous misuse, disregard, negligence or improper conduct leading to damage of **NSO**/stakeholder/employee property, including theft or inappropriate removal
- insubordination, dishonesty, disrespectful conduct
- violation of safety rules, including harassment or violence in the workplace
- possession of dangerous/unauthorized materials, such as explosives or firearms, at work
- excessive absenteeism
- violation of **NSO** policies

**Again, please note, that notwithstanding the process above, NSO reserves the right to apply whatever corrective action it deems appropriate in any given situation, including immediate termination of employment.**

### 3.6 RESIGNATIONS, TERMINATIONS, JOB ABANDONMENT

1. This is optional although defining “Job Abandonment” can be useful for some NSOs.
2. Some of the information here, such as company property, group benefits, ROE, should be included in a termination document to a departing employee.
3. Delete this text box 😊

If you voluntarily resign from **NSO**, it is a general courtesy to provide the **NSO** with sufficient written notice of your decision in advance, including specifically your last day of actual work. **NSO** deems **two (2) weeks to** be sufficient notice and reserves the right, at its sole discretion, to waive the notice period.

When an individual's employment is terminated by **NSO** this decision will be confirmed in writing to the employee.

Your manager will inform Payroll of your cessation of employment, the effective date, and provide them with a copy of the appropriate letter. Any wages earned up to your last day worked will be paid out on your last paycheque along with any vacation pay that has been earned but not yet paid. Your Record of Employment will be issued as soon as possible following the last day worked. T4s are issued to all employees in February of each year for the prior year. If you move, please ensure that **NSO** has your correct address in order to receive your T4.

Employees are responsible for items issued to them by **NSO**, or in their possession or control, such as stakeholder lists, equipment, keys, manuals, cell phones, tools, PPE. You will be required to return all **NSO** property in good working condition and usually by a specified date but no later than your last day of work.

All group benefits will cease on the last day of your employment. If you are enrolled in group benefits, there may be some conversion options, depending upon the insurance plans in effect at the time, that may allow you the option to convert some parts of your group benefits to private coverage. Generally, any conversion option requires the **employee** to contact the insurance company directly within 31 days of the group coverage ceasing. **It is solely the employee's responsibility to contact the insurance company immediately upon knowing their last day of work for more information and / or to exercise any conversion option if available.**

**Job Abandonment:** Any employee who fails to report to work and to contact his or her manager to report the absences for three (3) consecutive workdays may be considered to have resigned from his/her position and employment. If an employee abandons his/her job, the Resignation Policy applies with the exception that written notice is not necessary from the employee and the last day of work is taken to be the last day the employee actually did work.

## 4. Compensation

1. Naturally, these policies are of great interest to employees.
2. Delete this text box ☹️

## 4.1 TOTAL REWARDS

1. This is not a policy but an outline of the many rewards that come from working with your NSO.
2. Tailor to reflect your NSO.
3. Delete this text box 😊

NSO takes a “Total Rewards” philosophy with respect to compensation. The basis of this philosophy is to achieve a level of competitiveness and wholeness in the overall rewards offered to employees.

NSO offers employees both extrinsic and intrinsic rewards such as:

- competitive base remuneration
- group benefits that include health and dental benefits and life insurance
- working in a friendly environment where your contributions are valued
- the opportunity to grow and develop personally and professionally
- working in a culture where stakeholder satisfaction really is important
- contributing to the growth and evolution of the organization
- being part of an organization where employees are treated as individuals

As our organization evolves, so too will our human resources practices. Accordingly, the NSO reserves the right to unilaterally add, delete, change the provisions of any of its policies and programs at any time.

**Note:** to be entitled to any change in compensation or related programs, employees must be actively employed on the date that such a change is approved, regardless of the effective date. For example, if a program is improved on January 2, 2020 and is retroactive to July 1, 2019, an employee must still be actively employed by NSO on January 2, 2020 to benefit from the change. An employee who leaves the employ of NSO before January 2, 2020, for any reason, will not benefit from the change even if s/he was employed on or after July 1, 2019.

## 4.2 COMPENSATION REVIEWS

1. Having a process to review compensation and articulating it in writing eliminates any mystery for employees.
2. It is never advisable to guarantee increases but you can certainly commit to simply reviewing employee compensation.
3. Tailor to reflect your NSO.
4. Delete this text box 😊

**NSO** strives to establish rates of pay at a competitive level for its size, organization type, geographic market, and financial realities.

Given that our financial situation can vary every year, it is not possible to commit to annual increases. However, we can commit to reviewing every employee's compensation annually.

Employees still in the probationary employment period and part-time, temporary, casual, and contract employees are not eligible for any compensation review. Employees who are on a leave of absence, for any reason, will not receive a compensation review until they return to active employment with **NSO**.

### 4.3 PERFORMANCE REVIEWS

1. Performance reviews do not have to be complicated. If you are able to commit to at least an annual meaningful performance review, it will be appreciated by employees.
2. It is not necessary to tie compensation to performance reviews. .
3. Tailor to reflect your NSO.
4. Delete this text box ☺

NSO believes in the importance of providing feedback on employee's performance. As a result, NSO will strive to conduct performance appraisal conversations at least annually. These conversations will provide both employees and managers the opportunity to share constructive feedback.

The basis of the performance evaluation will be the employee's job description, any particular objectives set by their manager, and adherence to NSO's policies and values. The purpose of performance reviews is to help employees be successful in their roles.

Performance evaluation is an ongoing process that requires active participation by employee and manager alike. Employees are encouraged to ask their manager for an evaluation any time during the year if they have performance-related questions that they would like clarified. Timely feedback should occur as situations arise that may impact performance. Both the manager and employee are responsible for ensuring that such communication takes place.

An evaluation should always be comprised of a meeting followed by a written document. Even with informal evaluations, there should be notes kept by the employee and by the manager as to what was discussed as this also makes the formal evaluation easier to do.

The meetings are good opportunities to discuss progress, clarify direction, and develop training plans as appropriate. A good and instructive way to proceed is for each employee to do a self-evaluation and the manager should also prepare a draft evaluation prior to the meeting. The two evaluations should be reviewed and discussed at the meeting with, ideally, consensus on the shared assessments and more discussion on the differences. Ultimately, one final evaluation should be prepared by the manager to be signed and dated by both the manager and the employee and a copy will be placed in the employee's file.

Performance reviews are about helping employees be successful in their jobs at NSO by providing feedback and clarity, as needed. Performance reviews are not dependent upon compensation reviews and will take place regardless of any compensation decisions in any given year.

#### 4.4 PAYROLL AND PERSONNEL RECORDS

1. Basic information that employees must have.
2. Tailor to reflect your NSO.
3. Delete this text box 😊

Employees receive their regular pay on a biweekly basis, with a 1 week holdback, by direct deposit into the bank or other financial institution of the employee's choice. Hours are recorded by timesheets???

##### Deductions

NSO is required by law to make certain deductions from your pay such as EI, CPP, income tax. You may also authorize NSO to make additional payroll approved deductions. Any group benefit premiums to be paid by the employee will also be deducted directly from each employee's pay. Please note that NSO requires your Social Insurance Number which will be used for employment related purposes, such as for your payroll and benefits, if applicable.

While every effort is made to ensure payroll accuracy, in the event of an error, it will be corrected as soon as possible upon discovery and you will be notified. By signing the Acknowledgement Form of the Handbook, you agree and consent to NSO deducting from your pay any amounts paid to you in error. You also agree and consent to reimburse NSO within 30 days of your termination, however caused, for any outstanding monies owed to NSO.

##### Personnel Records

The NSO maintains personnel records for each employee that contain information such as personal mailing addresses, telephone numbers, individuals to be contacted in the event of an emergency, etcetera. These records should be accurate and current at all times. It is **your responsibility** to **immediately** notify Payroll when there is a change in your employee information, including home address, telephone number, marital status, name, banking information, tax exemptions, marital status, employment benefit beneficiaries or dependents. If the information in your personnel records is incorrect, problems may arise concerning payroll deductions, pay deposit, employee benefits, employee verification or other important matters.

**Please note** that it is extremely important that changes to your records be requested by you **as soon as** they are known. Employees who fail to inform NSO about changes such as in their marital status or dependents can, for example, find themselves without benefits for their dependents because they did not report the change within an appropriate timeframe. Failure to report address changes may also mean that important documents (e.g. T4, benefits information etc.) mailed to the employee can be undelivered/lost.

## 4.5 HOURS OF WORK, ATTENDANCE, OVERTIME

1. Basic information that employees need to know.
2. Tailor to reflect your NSO.
3. Delete this text box 😊

### Hours Of Work

The office is open Monday to Friday from 8:00 am until 5:00 pm. However, the nature of our work often requires hours outside the regular office hours. Staffing needs and operational demands may necessitate variations in starting times, ending times, rest breaks and lunch breaks, as well as variations in the total hours that may be scheduled each day and week. The regular work week for full-time employees is 42.5 hours, excluding an unpaid 30 minute lunch break daily. Your manager will set and approve the appropriate hours for you, according to job responsibility and stakeholder requirements. Once your schedule has been set and approved by your manager, you are expected to comply with it.

### Attendance

Once your schedule is set, you are expected to be at your appointed workplace at the start of your work schedule every day. The NSO, your colleagues, and stakeholders rely upon your regular attendance and performance of your job duties. Absences put pressure on an organization and the other employees. While some absences cannot be avoided, it is expected that every employee will take full responsibility for ensuring their daily presence and performance at work and for avoiding, or minimizing, any absences. Excessive absenteeism and / or tardiness may warrant disciplinary action, including termination of the employment relationship.

If you are unable to report to work, or if you will arrive late, please contact your manager as soon as possible, preferably no later than the beginning of your normal start time. If you are unable to call because of an illness, an emergency, or some other reason, be sure to have someone call on your behalf so that necessary arrangements can be made as soon as possible to allocate your work while you are away. Calling in is the responsibility of every employee when absent.

**Job Abandonment:** Any employee who fails to report to work and to contact his or her manager to report the absences for three (3) consecutive workdays may be considered to have resigned from his/her position and employment. If an employee abandons his/her job, the Resignation Policy applies with the exception that written notice is not necessary from the employee and the last day of work is taken to be the last day the employee actually did work.

It is therefore important that you contact your manager if you are unable to report to work. If you are unable to contact your manager yourself, a family member should call as soon as possible.

## **Overtime**

The NSO may require you to work extra time in an emergency and/or to fulfill operational needs. Whenever possible you will be notified in advance so that you can make personal arrangements. The NSO will be reasonable in terms of its expectations and will try to rotate overtime between employees where possible. Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work. Your cooperation at such times is appreciated.

Overtime must be pre-approved by your manager in order for it to be paid otherwise the excess hours will not be paid. Where overtime is required, employees will be compensated in accordance with prevailing employment standards legislation in your province of work.

(In Ontario) At the time of this policy, overtime that exceeds an employee's regular weekly hours will be paid at "straight time" (the employee's regular hourly rate) up to and including 44 hours per week. Overtime hours that exceed 44 hours in a regular work week will be paid at "time and a half".

NSO will treat overtime hours as follows:

1. Overtime hours will be paid on the following paycheque with no banking permitted.  
OR
2. Overtime hours can be banked at the same rate as earned. Banked overtime hours must be used by December 31 of the year the overtime was earned, with prior approval for the time off from your manager. Unused overtime will be paid to the employee at the end of the calendar year in which it was earned.

Management and supervisory employees are not eligible for overtime.

## 4.6 PERSONAL LEAVE DAYS

1. This is a great policy to address common reasons for time off, including sickness.
2. Unless the legislation states otherwise, personal leave days can be paid or unpaid, at the discretion and ability of the NSO.
3. Tailor to reflect your NSO.
4. Delete references to pay out under “Carry-over” and “Termination” if your NSO does not pay for Personal Leave Days.
5. Delete this text box ☺

Punctual and consistent attendance is essential and expected, however, NSO realizes that on occasion you may need to be absent from work due to personal reasons or illness for yourself or family members. Employees are permitted to take six (6) personal leave days per calendar year, without pay, for personal and family responsibility reasons that can include:

- appointments with medical, dental, legal or similar professionals, where such appointments cannot reasonably be scheduled outside of working hours
- an employee’s personal illness, injury or medical emergency
- death, illness, injury, or medical emergency affecting an employee’s immediate family member
- an urgent matter that concerns the employee or an employee’s immediate family member
- religious holidays

*Time off under NSO’s Personal Leave policy counts towards any entitlement under Ontario’s Employment Standards provisions for Sick Leave and Family Responsibility Leave.*

### **Approval for Personal Leave Days**

As soon as you know that you will be unexpectedly absent from work, you must notify your manager, preferably no later than the beginning of your normal start time. If you are unable to call because of an illness, an emergency, or some other reason, be sure to have someone call on your behalf so that necessary arrangements can be made as soon as possible to allocate your work while you are away. Calling in is the responsibility of every employee when absent.

If you know in advance that you will need to be absent you must request this time off from your manager. Requests for a personal leave day are to be made in writing, with the reason and time required. Personal leave days are intended to address legitimate employee needs and are not to be used as vacation days.

Absences are documented and reviewed by management. NSO reserves the right to request a doctor’s note / seek adjudication on an employee’s ability to work at any time.

### **Carry-Over**

Unused personal leave days cannot be carried over. Unused personal leave days at the end of the year will be forfeited and will not be paid out to the employee.

### **Eligibility**

Personal leave days are available once employees have been employed for two consecutive weeks. Personal leave days are available only during active paid employment. Employees on extended unpaid leave for any reason do not accrue personal leave days.

### **Termination of employment**

No reimbursement or payout for unused personal leave days will be made to an employee at the termination of employment.

### **Employment Insurance**

If you are seriously injured or ill and will be away from work for a long period of time, beyond the personal leave days available to you, you are encouraged to enquire immediately at your local Employment Insurance office about eligibility for Employment Insurance benefits. Employment Insurance is governed by federal legislation and is subject to change so it is important that an employee contact the local Employment Insurance office directly for the current rules. Please also discuss this with your manager, as such an absence and Employment Insurance require a Record of Employment from NSO.

While on disability leave an employee's eligibility for continued participation in all of NSO's employment related benefit programs may be affected. Please refer to the specific policies or speak to your manager.

### **Return to Work**

NSO will stay in touch with an employee on disability leave and will develop a return to work plan as appropriate for any employee on leave of absence due to disability. It is the employee's responsibility to also stay in touch with NSO while on leave and to participate positively in the return to work plan.

## 4.7 VACATION

1. Pay attention to the wording re vacation to ensure accuracy with your organization's plan and terms: What is your vacation policy: current? accrued? earned in previous year?
2. Do you differentiate between vacation pay and vacation time?
3. Tailor to reflect your NSO. The table below reflects Ontario minimum legislation.
4. Delete this text box ☺

Vacation is a benefit that gives you a break from work during the year so that you may rest, relax and pursue personal interests. You are encouraged to take vacation time every year because of the personal and health benefits that are derived from time off work.

Vacation is based on years of continuous service with **NSO** and is calculated as a percentage of your pay while you are actively at work (the translation to vacation days is for convenience purposes only).

<u>Years of Service with NSO</u>	<u>% of Earnings</u>	<u>Vacation Days</u>
Less than 5 years' service	4%	1 day per month (max 10 days)
5 years service +	6%	1.25 day per month (max 15 days)

**Note:** The vacation year is based on the calendar year. Upon reaching the anniversary date of service, an employee's entitlement will increase as above for the balance of that year and onwards. For example, a new full-time employee hired on July 1<sup>st</sup> will earn 4% vacation until the following July 1<sup>st</sup> at which time vacation will start to accrue at 6% for the remainder of that calendar year and onwards.

Vacation is based on an "as earned" basis so you must have earned your vacation pay before you can take paid vacation time. **Vacation is accrued and recorded on each pay.** Additional vacation time off will be unpaid if it has not yet been earned.

### OR

Your vacation entitlement shall be **x% of wages earned**, the equivalent of **xx (#) days** of paid vacation time per annum, pro-rated in the first year of employment to the time actually worked for **ORGANIZATION NAME**. The vacation year is based on the **calendar year and is current** which means that on **January 1** of each year your full vacation entitlement for that year is assigned to you under the assumption that you will work the entire year to earn those vacation days. If your employment terminates before the end of the calendar year and you have used more paid vacation time than was earned, you agree that **ORGANIZATION NAME** reserves the right to deduct the unearned paid vacation time from your last pay and this shall be your agreement for such deductions.

### OR

Your vacation entitlement shall be **x% of wages earned**, the equivalent of **xx (#) paid weeks** of vacation time, per annum, pro-rated in the first year of employment to the time actually worked for **ORGANIZATION NAME**. Vacation must be **earned** in the prior vacation year before taken. The vacation year is based on **the calendar year so on January 1** of each year the vacation that you earned in the previous year can be taken at any time during the new vacation year, subject to your manager's pre-approval.

### **Approval & Scheduling**

Please make your vacation request in writing as early as possible, at least 3 weeks ahead, as vacation is approved on a “first come first serve” basis, subject to NSO’s needs. Never make vacation reservations without first obtaining your manager’s approval for the time off. Vacation approval is at the discretion of the manager based on NSO needs so the manager has the final say regarding vacation schedules.

### **Carryover of Vacation Days**

NSO wants employees to enjoy their full vacation time each year therefore NSO does not generally permit any carryover of vacation. Exceptional carry-over requests must be pre-approved by your manager in writing 3 months before the end of the vacation year.

### **Leaves Of Absence**

Vacation time and pay does not accrue for employees who are not actively employed and are on leaves of absence, except in accordance with the requirements of **Ontario’s Employment Standards provisions**.

Vacation earned but not taken before an employee goes on leave may be deferred to no later than 10 months after the employee returns to work OR will be paid out to the employee when the leave starts.

## 4.8 STATUTORY HOLIDAYS

1. It is good to confirm the stat holidays that will be observed and the terms.
2. The list below represents the Ontario minimum stat holidays.
3. If your NSO offers more stat holidays, then include these here.
4. Delete this text box ☺

**NSO** recognizes the statutory holidays as set out in the prevailing employment legislation. These days are meant for you to enjoy with your family, friends or simply pursuing your own interests:

- New Year's Day
- Family Day
- Good Friday
- Victoria Day
- Canada Day
- Labour Day
- Thanksgiving Day
- Christmas Day
- Boxing Day

All employees are entitled to the statutory holidays. The payment of the statutory holidays will follow the guidelines in the prevailing applicable employment legislation.

To be paid for a statutory holiday, you must work and complete the regularly scheduled shifts immediately preceding and immediately following the day on which the holiday is observed unless prior approval had been granted.

When a statutory holiday falls on a Saturday or Sunday, the **NSO** will observe the holiday on either Friday or Monday and will communicate this decision in advance.

If a holiday occurs during an employee's vacation period, the employee will be eligible for an additional day of vacation. If a holiday falls on a day that is not a regularly scheduled day of work, another day off will be substituted.

## 4.9 GROUP BENEFITS

1. Pay attention to the wording re benefits to ensure accuracy with your organization's plan and terms.
2. Delete this text box ☺

NSO offers a group benefit program for all regular full-time employees. A summary of the benefits is set out in a Group Benefits Booklet that every employee should have received. If you do not have a booklet, or if you have questions, please ask your manager. The specific details of the benefits are subject to the provisions of master policies held by NSO with its insurers. As benefit plans are reviewed regularly, please note that the most current master legal document with the insurance company will apply should there ever be any discrepancies in the information that the employee has and the legal master document.

Participation in the group benefit program is mandatory after the first three (3) months of employment for all regular full-time employees. This program is not available to other employees. Employees must enrol at the time of commencing employment to have coverage be effective immediately after the 3-month waiting period. Failure to enrol immediately at time of hire may result in disqualifications from benefits.

At the date of this policy, the cost of the employee premiums for the benefit programs are shared 50:50 between NSO and the eligible employee.

The terms, carrier and existence of the group health and insurance benefits are subject to change at the sole discretion of ORGANIZATION NAME. ORGANIZATION NAME reserves the right to alter, modify, vary or cancel any benefits and/or the premium sharing of the benefits and/or the benefits carrier at any time. Your entitlement to any benefit is subject to the terms of the policy. Any issues with respect to entitlement or payment of benefits under the insurance benefit package will be resolved at the sole discretion of the Insurer in accordance with the requirements of such policies.

**In the event of Termination of Employment:** All group benefits cease on the last day of employment. If an employee is enrolled in group benefits, there may be some conversion options, depending upon the insurance plans in effect at the time, that may allow the employee the option to convert some parts of the group benefits to private coverage at the employee's cost. Generally, any conversion option requires the **employee** to contact the insurance company directly within 31 days of the group coverage ceasing. **It is solely the employee's responsibility to contact the insurance company immediately upon knowing their last day of work for more information and / or to exercise any conversion option if available.**

## 5. Leaves of Absence

1. While not typically used often, these policies are good to have to be consistent when leaves do arise.
2. Delete this text box 😊

## 5.1 LEAVES OF ABSENCE

1. Legislation changes and there is no need to repeat what can be sourced on the Internet hence the brevity of this policy.
2. The examples of legislated leaves are for Ontario employees.
3. Delete this text box 😊

### **LEGISLATED**

For leaves of absence governed by legislation, **NSO** will follow the leave guidelines set out in the relevant and applicable legislation. Examples of such leaves include:

- Family Medical Leave
- Pregnancy (also called maternity) Leave
- Parental Leave
- Organ donor leave
- Critical illness leave
- Child death leave
- Crime-related child disappearance leave
- Domestic or sexual violence leave
- Reservist leave

If you are eligible and considering a leave under these programs, please discuss this with your manager as early as possible. Unless stipulated otherwise in the relevant legislation, these leaves are without pay from the **NSO**. Where a federal or provincial benefit such as Employment Insurance is available, it is the responsibility of the employee to apply for these benefits.

An employee's eligibility for continued coverage under the **NSO's** benefit plan and for service accumulation will depend upon the nature and duration of the leave. Each leave will be reviewed on a case by case basis.

An employee who is returning from a legislated leave of absence must provide the **NSO** with at least 2 weeks' written notice.

### **PERSONAL**

In extra-ordinary circumstances not covered by other policies, employees may be granted an unpaid personal leave of absence. The employee should discuss such a situation with their manager as early as possible. The granting of a request for unpaid leave of absence is at the sole discretion of management and will be determined on a case-by-case basis.

An employee who has been granted a personal leave of absence must notify his/her manager at least 3 weeks prior to returning to work, even if such notice is a confirmation of a previously agreed to date of return.

## 5.2 JURY OR WITNESS DUTY

1. Typically not a situation that arises often, but good to a policy to be consistent.
2. Such leaves are not required to be paid, unless the NSO chooses to do so.
3. If you choose to pay for jury/witness duty, you may want to consider a cap on the number of days paid..
4. Delete this text box 😊

On occasion, employees may be called for jury duty or subpoenaed as a witness. NSO recognizes the employee's responsibility to fulfill their civic duty. An employee who is called for jury duty or subpoenaed as a witness will be granted unpaid leave for summoned period. If an employee chooses, s/he may use vacation time.

When an employee receives a summons to serve as a witness or juror, he/she is required to immediately inform his/her manager and provide a copy of the summons, to ensure that work assignments can be arranged appropriately to minimize the disruption of service to stakeholders. In some limited circumstances where service as a juror would cause significant disruption to operations or disadvantage a stakeholder, NSO may request that employee attend at Court and request a deferral of the summons to a later date.

Employees are expected to report for work on those days or parts of days when excused from court or when jury service is outside their regularly scheduled hours and does not conflict with their work schedule.

Employees attending Court, either as defendants or as non- subpoenaed witnesses must do so on their own time. In these situations, employees requesting absence to attend Court during work hours should either use Vacation Time or apply for unpaid leave of absence.

### 5.3 BEREAVEMENT LEAVE

1. Such leaves are not required to be paid, unless the NSO chooses to do so.
2. Delete this text box ☹

**NSO** understands that occasionally you may need time off of work to attend to personal matters related to the death of a member of your immediate family.

In the event of the death of a member of the eligible employee's immediate family, the eligible employee will be allowed **unpaid** time off for up to a maximum of three (3) consecutive days immediately following the death to make arrangements for, and/or attend, the funeral of the immediate family member.

Immediate family members are defined as the following: (legal or common-law) spouse, child, parent, brother, sister, grandparent (including in-laws), grandchild, legal guardian; stepparent, stepchild, foster child, stepbrother, stepsister; father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, and any relative of the employee who was dependent on the employee for care and assistance.

Employees who choose to attend a funeral or memorial service for somebody outside of the employee's immediate family will be allowed **unpaid** time off for up to one (1) day.

Employees who choose to attend a funeral or memorial service not covered by this policy or require additional time off beyond the limits of the policy, may use vacation or an unpaid leave of absence with the approval of their manager.

The employee must request bereavement leave from their manager and advise them of when the leave will begin and when they will return to work. The manager reserves the right to ask for verification of the legitimacy of the absence by asking for satisfactory documentation of the death and/or funeral arrangements.

*Time off under NSO's Bereavement Leave policy counts towards any entitlement under **Ontario's Employment Standards provisions for Bereavement Leave.***