



Glebe Neighbourhood Activities Group

Employment Policies & Procedures

September 2008

Prepared for all employees by GNAG

IMPORTANT NOTICE

This document was initially prepared by staff at Glebe Neighbourhood Activities Group (GNAG), for the exclusive use of GNAG staff. Cornerstones Management Solutions consultants have reviewed and updated the manual to the best of our knowledge with a view to ensuring this manual reflects current human resources practices and legislation governing the work performed by GNAG staff.

All parts of this document are supplementary to applicable federal and provincial legislation. In the event of conflict, legislation shall prevail.

No warranty, guarantee or representation is made by Cornerstones as to the accuracy or sufficiency of any representation contained in this manual.

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Welcome

An interesting and challenging experience awaits you as an employee of the Glebe Neighbourhood Activities Group (GNAG). To answer some of the questions you may have concerning the organization and its policies, we have written this Employment Policies and Procedures Manual. Please read it thoroughly. Your supervisor or the Executive Director will respond to any questions you may have about it. When you have read the manual and have no further questions, we ask you to acknowledge its receipt and understanding of its contents by signing off on the orientation form given to you on your first workday at the Glebe Community Centre.

The policies and procedures described in this manual are subject to change at the sole discretion of GNAG. From time to time, you may receive updated information concerning changes in policy and procedures; if you have questions, please ask your supervisor or the Executive Director for assistance.

We wish you the best of luck and great success in your position, and hope that your employment relationship with GNAG will be a rewarding experience.

About Our Organization

GNAG's History & Philosophy

The Glebe Neighbourhood Activities Group (GNAG) was established in 1974. It is a non-profit, community-driven organization that offers municipal recreational activities, programs, special events and services to approximately 20,000 people in the Glebe.

GNAG is comprised of an advisory board of 10-12 community residents, 4 salaried staff, approximately 40 seasonal employees and 150 volunteers. It provides service to approximately 10,000 regular users who make 270,000 annual visits to the Glebe Community Centre.

GNAG, in partnership with the City of Ottawa, operates the Glebe Community Centre, an 8,000 square-foot facility with a large banquet hall (Scotton Hall), a dance studio, pottery studio, nursery school space, multi-purpose room, teaching kitchen and canteen, two smaller meeting spaces and an outdoor play area. The present building was renovated in 2004. GNAG also uses space in local schools and churches.

GNAG has an annual operating budget of approximately \$800,000, plus the use of the Glebe Community Centre rent-free. The City picks up all operational costs of the building including maintenance and three full-time facility staff. GNAG has a great deal of autonomy in determining its staffing, programs, services, fees and charges, operating budget and its policies and procedures. While rated as one of the busiest in Ottawa, Glebe Community Centre is run at a significantly lower cost to the taxpayer than municipally-run community centres, as noted by the *Ottawa Citizen*.

Our Mission

Our mission is to enhance and enrich life in our community by creating opportunities through dynamic, innovative, and affordable activities and services.

We achieve this by engaging our highly competent, experienced and friendly staff and dedicated and committed volunteers in alliances and partnerships with the City of Ottawa, local businesses, churches, schools and other community organizations.

Our Approach

"GNAG values partnership, cooperation and collaboration."

Through a community-elected Board of Directors and support from the City of Ottawa, GNAG works with other organizations and businesses to respond to community needs and enhance quality of life.

"GNAG is committed to quality and progress."

Innovation, quality and safety drive the programs we offer. GNAG strives to provide the best in instruction, programming and equipment in a relaxed, fun environment.

"Glebe Community Centre is a safe and friendly place."

We strive to provide a safe, welcoming and clean environment. A caring and committed attitude creates a 'home away from home.'

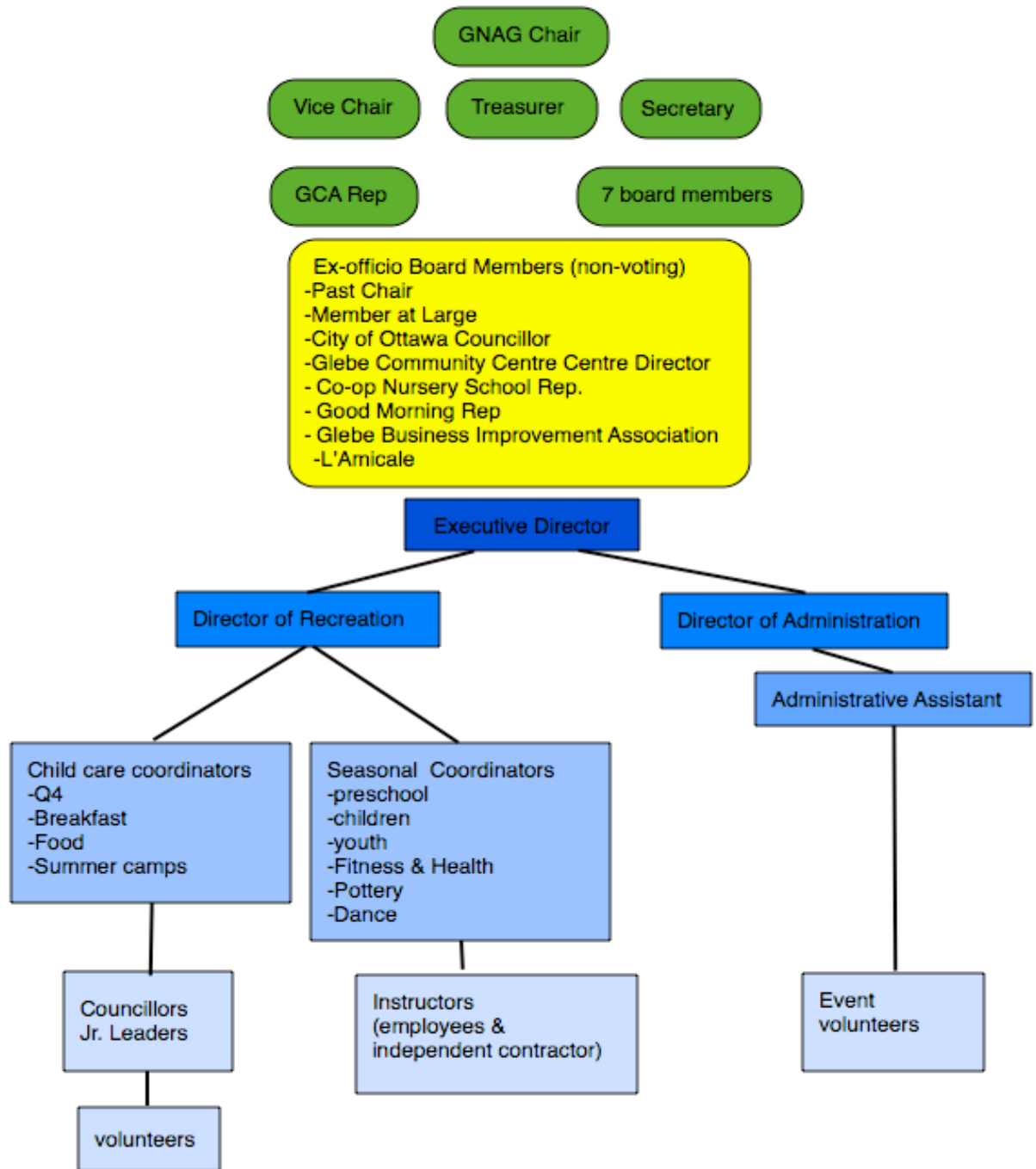
"Our specialty is our special people."

Our team is GNAG's biggest asset and is the key to our success. Personal development and the special effort of staff, board members and volunteers are fostered, recognized and rewarded.

"We are careful stewards of our community's assets."

We take good and responsible care of the facilities, equipment and finances we handle on behalf of our community.

Glebe Neighbourhood Activities Group Organizational Chart



Definitions

Salaried manager or supervisor

Managers and supervisors are hired on an employment contract which sets out the terms and conditions of their employment, including their annual salary. Normally the probation period is six months. The letter of appointment or contract for a salaried manager or supervisor will not specify an end date for the contract.

Salaried employee

An employee who is paid an annual salary is considered a salaried employee. Normally the probation period is six months. The letter of appointment or contract for a salaried employee will not specify an end date for the appointment or contract.

Seasonal employee

An employee who is hired on contract for a period of time and paid hourly wages is considered a seasonal employee. Seasonal contracts expire at the end of each session, unless otherwise indicated.

Full-time and Part-time employees (Hours worked)

Full-time employee

An employee who regularly works 40 hours per week is considered a full-time salaried employee.

Part-time employee

An employee who regularly works less than 40 hours per week is considered a part-time employee.

Immediate family

Immediate family includes spouse (including common-law relationship); child (including step-child); grandchild; sister and brother; mother and father (including step-parent); mother-in-law and father-in-law; grandfather and grandmother; brother-in-law and sister-in-law; and legal guardian or ward.

Work Week

The work week, for purposes of determining overtime, is from Sunday 7 a.m. to Sunday 7 a.m.

Job Postings

GNAG believes in promoting employees from within and has established a job-posting program to give all employees an opportunity to apply for positions that they are interested in and for which they are qualified. Competitions for salaried positions are posted on employee bulletin boards for a minimum of 7 days. Concurrent external advertising will occur for management positions. External advertising will occur for other vacancies if no suitable internal candidates have applied.

All salaried openings are first reviewed by the senior management team in order to evaluate and identify gaps and/or changing staff requirements vis-à-vis GNAG's strategic planning goals. Positions may be filled temporarily by appointment (i.e. in an "acting" capacity), subject to the approval of the Executive Director. The maximum period for acting appointments will be six months.

All job postings must first meet the approval of the Executive Director and the Director of Administration.

Postings will include the following elements:

- job title;
- salary range;
- hours of work;
- minimum hiring specifications;
- essential job functions; and
- closing date for applying.

To be eligible to apply for a posted position, you must: meet the position's minimum hiring specifications; be capable of performing the job's essential functions; and be an employee in good standing in terms of your overall work record.

You are responsible for monitoring job vacancy notices and for submitting your resume/application by the application deadline for a specific opening.

You are required to notify your supervisor when applying for a posted position. If you are a finalist for the position, your supervisor will be asked for a recommendation.

Selection Process

The interview process will be used for filling all posted salaried positions. Final interview panels will consist of at least two management staff. Board members may also participate in interviewing for management positions. Where a conflict of interest may occur in the hiring process, the interview panel will be increased to three members.

A structured format with pre-determined selection criteria will be used for interviews to ensure maximum consistency, objectivity and fairness. Screening criteria as well as interview questions will be based on the contents of the job description. Interviews will be structured to allow for evaluation of potential candidates' job knowledge, skills and abilities, as well as overall relevant attitudes (e.g. interpersonal skills, initiative, reliability, team player, etc.).

A police screening check will be conducted for positions classified with this requirement.

As a final step, managers will conduct reference checks for successful candidates.

Where candidates are judged by the interview panel to be equal, priority in hiring will be given to current or returning staff. Where more than one applicant is considered acceptable for a position, a priority list based on qualifications and interview / screening score will be made. The priority list will be maintained for the probationary period.

Employment of Relatives

GNAG may hire relatives of employees or members of the Board, provided that relatives do not work in the same unit, or in a supervisory relationship, with another relative. "Relative" includes members of the immediate family. For a description of immediate family, see the Definitions section.

If you marry or begin a similar relationship with a current employee, you should inform your supervisor of the relationship. There will be no violation of the policy as long as you do not supervise or report to the other employee, and as long as an actual or apparent conflict of interest does not arise. Should one of these situations occur, GNAG would try to find a suitable position within the organization to which one of you may transfer. If accommodations of this nature are not feasible, you will be given reasonable time to determine which of you will resign.

Orientation Program

A “Corporate Culture” information session will be provided to help you as a new employee to learn about the GNAG. Ideally your Orientation will occur on your first day and will be conducted by your immediate supervisor. Additionally, your supervisor will provide you with detailed information about working conditions, training, scheduling and applicable rules.

To help you adjust to a new working environment and feel more at home, your supervisor will show you around and help you understand GNAG's culture. Your supervisor will review the job description (for salaried employees) with you, and explain any job expectations, goals or objectives pertinent to your work at GNAG. You will be shown your workplace, and shown around the building while making introductions to other employees and co-workers. Your supervisor will answer any employment-related questions you may have, and remind you to raise any issues or concerns as soon as possible.

Probationary Period

The probationary period gives you a chance to decide whether you are going to like working for GNAG and it allows us time to decide whether your skills, work habits, attitude and attendance meet our requirements. The length of this mutual period of evaluation is usually six months. Only salaried positions have a probation period.

An evaluation will be completed half way through the probation period. Your manager or supervisor may decide to extend your probationary period if he or she feels that more evaluation is necessary.

At any time during the probationary period, you are free to resign without giving notice and, conversely, we may release you on the same basis if we feel you are not meeting our required standards to perform the job.

If you are moving from one salaried position to another within GNAG, you may be given a trial period. A trial period is similar to a probationary period except that you will be allowed to return to your former job if the trial is not successful.

During orientation and training, we will clearly convey to you the standards of performance that we expect our employees to maintain.

Someone will always be available for guidance and, if you have any questions regarding GNAG in general or your job specifically, please feel free to consult with your supervisor, Director or the Executive Director.

Job Descriptions

To develop and maintain a clear structure of the job responsibilities within GNAG, as well as to keep salaries relative to job responsibilities, we maintain job descriptions for each salaried position.

GNAG will endeavor to ensure that all positions have complete, accurate and up-to-date job descriptions. Job descriptions will be reviewed annually during performance evaluations for any revisions, and will be updated should you and your supervisor agree that changes are needed. Your participation in developing and revising job descriptions will ensure accuracy and a clear understanding of job duties. In the event of a disagreement, the decision of the supervisor, with the approval of the Executive Director, will determine the final version of the job description.

It is the policy of GNAG to maintain a salary scale for employees that is competitive with other organizations similar in scope and size. We also wish to ensure internal equity of salaries. In order to achieve these goals, we will evaluate the job content of all positions, consistent with pay equity legislation, to assist in salary determination.

If you feel that your job has changed significantly, it will be reviewed. You, your supervisor and the Executive Director will all be involved in the process to ensure that it is done fairly, accurately and consistently with other similar jobs.

A file of all current job descriptions is kept in the administration office for reference by employees.

NOTE: All GNAG job descriptions must include the phrase “hours of work may entail evening and week-end shifts.”

Hours of Work

The regular work week for all full-time salaried employees is 40 hours, with a one-hour unpaid meal break each day. The normal work week is Monday to Friday. Evening and week-end working hours are often required for special events, training sessions, registration periods, etc.

Daily and weekly work schedules may be changed from time to time at the discretion of GNAG to meet the varying requirements of our business. Changes in work schedules will be announced as far in advance as practicable.

If you are a seasonal employee, your working hours and schedule will be arranged by your supervisor. All part time shifts that exceed 5 hours are entitled to a one half-hour unpaid meal break away from your duties.

Recording Work Hours

Salaried employees: It is part of your job duty to record your weekly hours on the main desk schedule each week. We do our best to keep accurate records of your vacations, sick days, personal days and other leaves of absence. If you notice an error or omission in your pay statement or other records, please bring it to your manager or supervisor's attention as soon as you notice it.

Seasonal employees: It is part of your job duties to keep honest and accurate records of your work hours. Your supervisor will instruct you as to which 'sign-in' book to use. If you notice an error or omission in your pay statement or other records, please bring it to the Director of Administration's attention as soon as you notice it.

Overtime

Overtime work must be authorized ahead of time, based on a real and immediate need. Extra hours worked without a specific request from your supervisor or manager, or for short and irregular periods, or to make up for time off for medical appointments or sick leave, are considered part of your job responsibilities and are not eligible for compensation.

Salaried Managers & Supervisors: Managers and supervisors are exempt from statutory overtime provisions. However, GNAG values its staff and believes that enriching life in the community includes enriching the lives of its staff. Therefore, management employees are encouraged to flex hours of work to recognize the requirement of working unusual hours. For example, if you work all day Saturday to launch a new program, you can take all day Monday off. Flex hours normally occur the week immediately preceding or succeeding the event.

You may accumulate authorized overtime only in exceptional circumstances and with the approval of the Executive Director. You may accumulate up to one week's lieu time (i.e. 40 hours) and must obtain permission from your manager in scheduling the time off. Accumulated overtime must be used within one year.

Salaried and Seasonal Employees: With respect to special events, the intent is to flex hours of work. In other words, if you work all day Saturday to launch a new program, you can take all day Monday off. Flex hours normally occur the week immediately preceding or succeeding the event. Flexing hours to deal with events is not the same as Flexible Work Arrangements. Flexible work arrangements are normally scheduled on an ongoing basis. For example, attending a fitness class each day and extending the work day.

In the event overtime is required, overtime hours are normally compensated with *time off in lieu of pay* on the basis of one hour off for each hour of overtime worked; with the following exceptions:

- Time-and-a-half for all hours worked beyond 44 hours in any given work week.
- Time-and-a-half for all hours worked on a statutory holiday.

You should take time in lieu within two months of the overtime.

Your supervisor will attempt to provide reasonable notice when the need for overtime work arises. Please remember, however, that advance notice may not always be possible. Overtime will be distributed as fairly as possible

Performance Reviews

Performance evaluation at GNAG is intended to be a constructive and positive experience. It should be viewed as an opportunity for employees to learn where they stand relative to their expected job performance, goals and objectives. At the same time it offers employees a chance to become involved in determining their future career development, and to map out ways in which they can be true participants in GNAG 's achievement of success.

Performance reviews normally take place mid-session for seasonal staff and annually for salaried staff, in conjunction with the fiscal calendar, but may be more frequent if your supervisor feels it is necessary. Performance reviews should not be confused with salary reviews. Although they often coincide in timing, successful performance does not guarantee any level of salary increase.

Your performance over the last period will be compared against the written expectations set down in the previous review; as well as GNAG's overall success. You and your supervisor will discuss how effective you have been and how much you have contributed to GNAG's achievements. Overall performance will be rated on the following scale:

Exceptional: Performance consistently far exceeds expectations/standards.

Exceeds Expectations: Performance sometimes exceeds expectations/standards and consistently meets expectations/standards.

Meets Requirements: Performance consistently meets expectations/standards.

Needs Improvements: Performance does not always meet expectations/standards; some development/training required.

Unacceptable: Significant development required; performance below minimum acceptable level.

Objectives for the coming year will then be decided upon. These may include targets dictated by GNAG 's business plan, objectives for growth within your job and even personal goals. All objectives will have concrete results, will be measurable, clear and realistic, and will have a target date for completion attached. The time to ask questions about your objectives is when they are being set. Be sure to clarify how success will be measured when the goals are set, not at the end of the review period.

Length of Service

Your length of service is calculated from your date of hire into a salaried position. Your length of service determines your vacation entitlement. You will continue to accumulate service while on maternity or parental leave, on sick leave, on family medical leave and on an approved leave of absence of up to 30 days. If you are rehired by GNAG following a break in service, your length of service may be adjusted at the time you are rehired, at GNAG's discretion, to recognize your prior service. You will be advised if your length of service has been adjusted. If your separation is less than 30 days, your prior service will be fully recognized.

Termination of Employment

Your employment with GNAG may terminate at any time at the request of either you or GNAG. This may take place in one of several different ways:

Termination For Cause: If your supervisor feels that your performance is seriously lacking in some area, he or she will make the problem clearly known to you and discuss how your performance could be improved. Termination for cause may also be necessary for non-compliance with the rules of conduct set out in this policy manual. The supervisor's warnings will be detailed on Employee Counselling forms and filed in your employee personnel file. If, after two (2) clear warnings and a reasonable period of time, as determined by your supervisor, you have not demonstrated improvement, your supervisor may decide to terminate your employment. In certain cases of serious misconduct including theft, insubordination or neglect of duty, no warnings are needed before termination. Upon termination you will be paid all salary and vacation pay owing to date.

Termination Without Cause: It may become necessary to terminate your employment without cause. If your position with GNAG is eliminated through restructuring, workforce reduction or long-term market changes, whenever possible, GNAG will attempt to find alternative employment for you within the organization. You will be given notice of termination without cause as required by law and may be given the option of working through the notice period. The amount of notice given will depend on your position, length of service and an assessment of your ability to find comparable work, and will be in accordance with the standards set out in the Employment Standards Act (ESA).

A terminated employee may appeal to the Personnel Committee of the GNAG within one month after termination. The Personnel Committee is comprised (at minimum) of a representative from the Board of Directors and the Executive Director.

Resignation: In the event that you wish to terminate your employment, you must give GNAG written notice at least two weeks in advance of your last day of work. You will receive all accumulated vacation pay with your last pay cheque.

Temporary Layoff: Where the complement of staff must be reduced temporarily for economic or business reasons, this will be accomplished, wherever possible, through attrition. Where attrition is not a viable method for reducing the

workforce, employees may be laid off temporarily. Operational requirements and length of employment service will be important considerations. As soon as business conditions permit, you will be recalled in order of seniority and quality of work performance within your job classification. The quality of your work performance is determined through review of your personnel file to assess the standard of work performed (performance reviews, commendations, counselling reports, etc.) in comparison to other employees in the same classification. You will be recalled for a position if you are qualified to perform the duties of the position, and it does not constitute a promotion. You are required to keep GNAG informed of your current address. You will be given notice of your recall by mail and/or email and you will be expected to return to work within ten business days of your recall. If you do not, you will be deemed to have terminated your employment.

Exit Interviews

Employees who resign will be given an opportunity for an exit interview so that they may discuss their reasons for leaving, and be informed about GNAG's policies affecting them. Normally an interview time will be scheduled with the Executive Director during the employee's last week of work.

Personnel Files and Protection of Information

Your personnel file is a record of facts about you and your job at GNAG. Some of these facts must be collected by law for tax, Employment Insurance benefits, and Canada Pension Plan or RRSP purposes.

The contents of your personnel file will include the original contract/offer of employment, revisions, performance reviews, commendations, counselling reports, records of sick, annual and other types of leave/ time-off, copies of required certifications, emergency contacts, etc. Records of events including promotions, special assignments, training and other changes are documented. Tardiness, absenteeism, and work problems are also noted. You may submit information on community and other honours you receive. We are interested in your outside achievements and want to know about them.

Your file is kept confidential but you may ask to see it at any time, providing it is reviewed in the presence of your supervisor or the Executive Director. If you disagree with an item in your file you may provide a document for the file in response. Your supervisor, the Director of Administration, the Executive Director and Payroll also has access to your file. Otherwise, information about you can only be released with your approval, except in accordance with legal requirements.

All personnel files are kept in the Director of Administration's office and belong to GNAG. Consistent with statutory obligations, your personal information such as personal e-mail address, home address and telephone number, spousal/dependent information will not be disclosed without your permission. This information is typically required for payroll and government reporting. Information typically found on a business card is not considered personal. This would include name, title, organization, business address, business e-mail address, business telephone or fax number.

You should advise the Director of Administration of any changes in your home address, telephone number, marital status, dependents, beneficiary, or persons to notify in case of emergency.

If you resign, retire or are terminated, we are required by law to retain your personnel file for seven years.

Manager on Duty Policy

GNAG staff or City of Ottawa customer service staff can assume the role of “GNAG representative”.

Customer service staff will refer problems or requests that they cannot handle to a GNAG manager. If a GNAG manager is not present in the building, the customer service staff may call a GNAG manager at home when absolutely necessary. Internal phone book binders are located at the reception desk. All GNAG managers operate with the understanding that they are accessible to staff working evenings and week-ends when necessary.

Facility & Equipment Access

Employees who require access to the Glebe facilities after working hours will be issued a key access swipe card. These may be obtained from the City of Ottawa, Centre Director.

Employees who require keys for program delivery purposes (e.g. supply cupboards, access to equipment) may obtain these at the reception. These keys must be promptly returned on a day-to-day, program-by-program basis.

Equal Employment Opportunity

It is GNAG's policy to provide equal opportunity for all qualified employees and applicants for employment without regard to race, ancestry, place of origin, colour, ethnic origin, citizenship, religion or creed, sex, sexual orientation, age, record of offenses, marital status, same-sex partnership status, family status, disability, national or ethnic origin, language, political belief, criminal record, pregnancy, or any other ground prescribed by any law that applies to GNAG. Reasonable accommodation will be made for persons with disabilities.

This policy applies to hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

Non-Discrimination

Individuals have the right to be treated with respect in the workplace. GNAG, in exercising its responsibility as the employer, will endeavor at all times to provide a work environment that supports both productivity and the personal goals, dignity and self-esteem of every person.

The Ontario Human Rights Code prohibits discrimination in employment on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, same-sex partnership status, family status and handicap.

GNAG will not itself discriminate, and we will not tolerate discrimination by our employees, against any employee or job applicant on the protected grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, religion or creed, sex, sexual orientation, age, record of offenses, marital status, same-sex partnership status, family status, disability, national or ethnic origin, language, political belief, criminal record, pregnancy, or any other ground prescribed by any law that applies to GNAG. "Discrimination" means any action or inaction that differentiates between employees, imposes a disadvantage, or withholds an advantage on the basis of a protected ground. This policy applies to hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

The responsibility for creating and maintaining a positive work environment rests with all of us. In addition to avoiding discrimination, GNAG will not, and employees should not, condone behaviour in the workplace that is likely to undermine work relationships or productivity. Managers, supervisors and co-workers are expected to recognize and refrain from actions that offend, embarrass or humiliate others, whether deliberate or not.

Management has a responsibility to respond immediately to stop any activity in the workplace that undermines this policy, whether or not there has been a complaint. Employees have an equal responsibility not to be frivolous or vindictive in making accusations. Inaction on the part of any individual may result in disciplinary action.

Employee Relations

GNAG believes in an open door policy, and encourages you to talk directly with us and with each other. If something happens that disturbs you and upsets your peace of mind, take advantage of the following procedure:

- Whenever possible, try to resolve the problem with those directly involved. Bring your supervisor into the problem if this is necessary.
- If after these discussions you feel the issue is still not resolved, request a meeting with the Executive Director. Talking together in a friendly and intelligent fashion, the two of you should be able to arrive at an answer. GNAG 's policy is to clear up misunderstandings by using this procedure.
- If you believe you have been treated unfairly, or the issue remains unresolved, you may contact the Personnel Representative on the Board of Directors within 30 days of meeting with the Executive Director.

GNAG management will make every effort to inform you as early as possible about changes in policy through regular management team meetings and memos posted on all bulletin boards.

Wherever it is practical, employee participation will be encouraged on committees studying workplace issues or recommending new directions for the organization.

Complaint Resolution Procedure

GNAG maintains an open door policy. All employees, whether staff or management, will be treated fairly, justly and equally. GNAG will act immediately if problems do occur. All employees are encouraged to bring forward to management any complaints or recommendations dealing with safety, health standards, proper working conditions, performance appraisals, discipline and fair management practices, without fear of reprisal.

Any disputes, controversies or suggestions must first be handled between the employee and his or her immediate supervisor. Such discussions must take place in the privacy of management offices and away from other employees.

An employee who has not obtained a solution, within five business days of the circumstances that gave rise to the situation, has the right to bring the matter to the attention of her/his Director. That person will review the circumstances within five business days. Complaints should be in writing and include all relevant circumstances. The employee and supervisor will receive a solution or a written reply within five more business days.

If the employee is not satisfied with the response, he or she has the right to discuss the issue with the Executive Director directly. If the Executive Director cannot fulfill the employee's expectations and the conflict persists, the employee may decide to bring the matter, in writing, to the attention of the Board of Directors. The Board of Directors' decision will be final.

General & Sexual Harassment

All GNAG 's managers, employees, contractors, students, volunteers and visitors are entitled to be treated with dignity, free from harassment based on the protected grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, religion or creed, sex, sexual orientation, age, record of offenses, marital status, same-sex partnership status, family status, disability, national or ethnic origin, language, political belief, criminal record, pregnancy, or any other ground prescribed by any law that applies to GNAG.

"General harassment" is any unwelcome behaviour, conduct or communication directed at an individual that is offensive to that individual and is based on any of the protected grounds. It may be persistent or sporadic and creates an intimidating, offensive or embarrassing work environment.

"Sexual harassment" is any offensive sexual comment, gesture, physical contact or demand for sexual favours, real or perceived, that is deliberate and unwelcome, or that should be known to be unwelcome. It creates an intimidating, offensive or embarrassing work environment.

Among the behaviours that may constitute harassment are:

- differential treatment of employees or co-workers based on race, gender, ethnicity, etc.;
- racist or sexist humour;
- pornographic or other offensive materials displayed in the workplace;
- unwanted physical contact;
- a promise of better treatment in return for sexual favours; or
- implied or expressed threats for refusal of a sexual request.

This policy applies to all persons and all activities on GNAG 's premises, as well as all organization-sanctioned conferences, training seminars, travel and social events.

If you feel you are being subjected to harassment, you should:

- make your objection clearly known to the offender and ask him or her to stop;
- prepare and maintain a written record of the dates, times, nature of the behaviour and any witnesses; and
- report the behaviour to your supervisor, Director or the Executive Director.

GNAG will deal with the complaint as with any other complaint of this

type, as discussed in our Complaint Procedure. The identity of the parties and the details of the complaint will be kept confidential.

Preventing harassment is everyone's responsibility. Supervisors and managers are expected to act against harassment even without a complaint, and employees are expected to express their disapproval if they encounter harassing behaviour directed at themselves or someone else.

A complainant is free, at any point, to pursue his or her complaint under the appropriate human rights law.

Complaint Procedure

In the event of a complaint of general or sexual harassment, GNAG will follow this procedure to deal with the complaint:

- 1) If the complainant has confronted his or her harasser and has not been able to rectify the situation, a report should be made to the complainant's supervisor, or to the manager in the event that the supervisor is the alleged harasser. The supervisor or manager will attempt to resolve the problem.
- 2) The complainant should keep a record of the event or events, including the person(s) involved, place, date, time and witnesses. If possible, try to record the exact words that were spoken or actions observed.
- 3) If the supervisor or manager cannot solve the problem, the complainant has 30 calendar days to file a formal, written complaint with the Executive Director. The alleged offender will receive a copy of the complaint. The Executive Director will undertake an investigation as quickly as possible, and will attempt to resolve the problem within 30 calendar days of the investigation's completion.
- 4) If no resolution can be reached, the complainant may ask for a formal hearing within five business days of the informal discussion held under Step 3, above. Members of the panel that hears and adjudicates the complaint will be composed of the Personnel Committee of GNAG. The Personnel Committee is comprised (at minimum) of a representative from the Board of Directors and the Executive Director. The decision of the Personnel Committee shall be final and binding.

Anyone guilty of harassment will be liable to discipline up to and including dismissal, with the penalty to be at GNAG's discretion. No one shall be disciplined or otherwise penalized for participating in this Complaint Procedure in good faith.

All parties to the complaint must keep the matter confidential.

Maintaining Good Attitude & Conduct

GNAG expects all of its employees to be courteous at all times and to convey a friendly, approachable image to its customers, other employees and suppliers. Whether it is a telephone call or personal meeting, you are representing GNAG to the person with whom you are conducting business. This same courteous attitude is also expected of you in dealing with your fellow employees.

GNAG expects all employees to maintain a level of personal conduct that will not reflect negatively on themselves or on the credentials of GNAG. Employees whose conduct compromises the integrity of GNAG may face disciplinary measures and the possibility of dismissal.

No employee should act in any way that will diminish the credibility of any other employee, supplier or other business contacts of GNAG. In particular, yelling, swearing, using insulting or abusive language and fighting are strictly forbidden.

Taking Care of Personal Appearance

GNAG believes that the success of our organization is determined in part by establishing and maintaining a proper business atmosphere. You are, therefore, expected to dress in a manner consistent with the nature of your work. If there are questions as to what constitutes proper attire, you should consult management. Employees, who are improperly dressed, in the opinion of management, may be sent home and required to return to work in acceptable attire. This time away will be considered unpaid personal time off.

You are also expected to observe good habits of grooming and personal hygiene at all times, and to avoid any personal practices or preferences that may prove offensive to others.

Minimizing Absenteeism & Tardiness

GNAG expects all employees to assume responsibility for their attendance and promptness.

In the event that you will not be able to report to work on time, telephone your supervisor as soon as possible but at least 15 minutes prior to your normal starting time. This will allow work and meeting schedules to be adjusted. Inform your supervisor of the reason for your absence and your likely arrival time, if you will be able to come in later.

If it is necessary for you to leave work early due to illness or a pressing appointment, request permission from your supervisor as far in advance as possible, informing him or her of the reason for the absence.

Where possible, time lost due to late arrival or early leaving should be made up later so as not to disrupt work flow or burden other employees.

When you are going to be absent for an entire day or longer, inform your supervisor of your absence and the reason as soon as possible. For a sickness of short but unknown length, contact your supervisor on the first day and at least every second day thereafter. Sickness for periods of up to three days is discussed under Sick Days. Periods of sickness from three days to 17 weeks are treated as short-term disability. Longer periods of sickness are treated as long-term disability. Other leaves of absence, for reasons other than sickness, must be arranged ahead of time.

Where you are required to contact your supervisor and cannot reach him or her, attempt to speak with your director. If you cannot reach that person, you may leave a message with the Director of Administration or the Executive Director stating the reason for your absence and the time you expect to return to work, and a telephone number where your supervisor may reach you.

Employees whose absenteeism, lateness or early leaving is excessive will be asked to explain their behaviour and discuss ways to improve the situation. Employees who are unable or unwilling to improve their attendance to an acceptable level after two warnings and chances to improve may be terminated.

If you are absent for five consecutive working days without informing your supervisor and/or supplying a valid reason for your absence, you will be considered to have abandoned your position. GNAG will terminate your employment for just cause, and you will be informed in writing.

Avoiding Conflicts of Interest

GNAG's reputation in the marketplace creates high expectations. Our reputation in turn depends upon the integrity and sense of responsibility of our directors, employees and volunteers, in whom we place great trust. The way in which that trust is discharged determines the success of GNAG and the position we enjoy in the community.

In some situations, an employee's personal or business activities and interests may be perceived to be in conflict with those of GNAG. It is your responsibility to identify and report any possible or actual conflict of interest to your manager for evaluation, regardless of whether or not you derive a financial benefit from the outside activity or interest.

If you are uncertain whether some intended activity falls within these guidelines, discuss the situation with your supervisor. If you are found to be in a conflict of interest over any of these grounds, you may be subject to dismissal. Types of behaviour and conduct that GNAG considers inappropriate include, but are not limited to, the following:

Outside Employment: You may take supplementary employment, including self-employment, unless it:

- interferes with your ability to carry out your employment with GNAG;
- involves the use of GNAG premises, equipment or supplies; and/or
- places you in a real or apparent conflict of interest with GNAG. This would include an enterprise that seeks to supply goods or services to GNAG, or an enterprise that competes with GNAG directly or indirectly.

Gifts and Gratuities: You may accept small gifts or entertainment (but never cash) from customers, contractors or suppliers of GNAG. These gifts must not be of a nature that might suggest they are a bribe, incentive or pay-off. All gifts you receive must be reported to your manager.

You may not offer gifts or entertainment, aside from ordinary hospitality, to any customer or potential customer of GNAG.

You may not demand or agree to accept payments, services or other incentives from contractors or suppliers of GNAG that are intended as a solicitation of business.

Political Activities: Any employee of GNAG who is nominated as a candidate in a federal, provincial or municipal election must take an unpaid leave of absence beginning on the day the nomination is announced. If the employee is successful in the election, he or she must resign effective the day the unpaid

leave began. If the employee is unsuccessful, he or she is entitled to return to work effective the day after the election.

Outside Directorships: GNAG encourages its employees to become involved in charitable, civic and industry groups. However, before accepting a position or directorship with such an organization, you must obtain approval from your manager to ensure that there is no conflict of interest and that your outside duties will not conflict with your job.

Public Appearances: You may not speak publicly to a meeting, conference or seminar, or to the media, on any topic that involves GNAG or your work or expertise within GNAG, unless you have the prior approval of your manager.

Putting the Customer First

Our program participants and patrons pay our wages and should always receive excellent customer service by all employees.

Greet everyone by name and with a smile whenever possible. Never ignore someone who is waiting to receive attention, even if it is not your explicit duty to do so. Be prepared to answer any questions, or get someone who can, whenever approached by a customer. Customer satisfaction depends on customers getting the service they expect they should in all aspects of the Centre's operation, from the front desk to the Fitness room to the individual instruction they receive. All GNAG employees are responsible for providing a high quality of customer service.

Ensuring Professionalism in All Communications

Oral & Written

When you communicate with anyone outside the organization, you represent GNAG to them. Always be careful that your language and manner reflect professionalism, respect and a high level of customer service to our suppliers, clients and the general public. All written and oral communications should avoid all forms of discrimination, in order to comply with human rights law.

It is the practice of GNAG that all communications sent out should be consistent in format, in the interest of professionalism. Please consult the management staff regarding format guidelines for both letters and memorandums. An authorized version of the GNAG logo is to be used on all letterhead, packaging and promotional material.

Respecting the Confidentiality of Information

Confidential information about GNAG, its customers, clients, suppliers or employees should not be divulged to anyone other than persons who are authorized to receive such information. This policy applies to all GNAG employees, temporary employees and volunteers. When you are in doubt as to whether certain information is confidential, seek management approval before disclosing it to anyone. All media questions should go through the Executive Director and/or a representative on the Board of Directors.

Confidential information pertaining to finances, private business activities and plans of GNAG is considered GNAG 's property. Use of such information for personal advantage or private speculation is strictly forbidden.

Confidential information obtained as a result of employment with GNAG may not be used for furthering any private enterprise, or as a means of making personal gains. Use or disclosure of such information can result in civil or criminal penalties, both for the individuals involved and for GNAG.

In the course of any job, you may become aware of personal and confidential information. GNAG depends on the maturity and loyalty of each employee to keep private any such information and to keep confidential any personal matters discussed.

Breach of the duty of confidence is a serious matter and may result in discipline up to and including dismissal.

Safeguarding Property from Theft

Preserving and safeguarding GNAG's property is the responsibility of each of us as employees. Equipment, materials and supplies are the property of GNAG and must be used only for organizational business, and must be protected from theft, misuse or damage.

No organizational property may be borrowed without the authorization of your supervisor, except in the case of property intended for the use of individual employees who regularly travel with it, such as GNAG program equipment or cell phones.

Theft of GNAG's property or of a fellow employee's property while at work may result in immediate dismissal and in criminal charges.

We consider property theft to be the unauthorized use of GNAG services or facilities or the taking of any organization property for personal use. The following list of examples is not all-inclusive, but provides illustration of several activities that are unacceptable:

- **Use of GNAG copy machines for personal use.** If you wish to regularly use a GNAG copier for personal use, ensure that you are invoiced for the number of personal copies. Failure to do so is a form of property theft.
- **Use of computers.** GNAG's personal computers (office computers or laptops) are to be used exclusively for business purposes unless you receive permission from your manager. Permission may be given for the use of personal computers during non-business hours for word processing, and so on. Personal software must not be installed on GNAG computers. Software supplied by GNAG must not be copied for any purpose except to make a backup copy for archival purposes.
- **Taking organization property.** No item purchased or supplied by GNAG should ever be removed from organization premises without express authorization of your immediate supervisor. This rule applies to all organization property including kitchen items, computers, and even pens and paper.

Dealing with the Media

The Executive Director is responsible for dealing with unsolicited media attention. In her/his absence, another Director will be available to speak to the media. Whenever possible, a Representative of the Board of Directors should be apprized in advance. If a Director has any reservations about speaking with the media they should refrain from doing so until the Executive Director is available.

Program managers wishing to embark upon a media campaign as part of promotional efforts for their program and services are to apprise the Executive Director.

Making Responsible Use of Office Space

The limited space available for offices at GNAG means that most offices are shared spaces. The following protocols are to be followed at all times:

- Seasonal employees are to discuss and arrange with their supervisor reserved times and space where desk and computer work will be done.
- Meetings will take place in shared office space only if arrangements have been made well in advance and all employees who normally use the space are agreeable.
- If you wish to use a desk, telephone or computer that is not normally reserved for your use, do so only with the approval of your supervisor or director.

Making Responsible Use of Technology

If you require clarification on any issue concerning your workspace or office resources, please do not hesitate to speak with your supervisor or the Executive Director.

Telephones: Although telephones are regularly available to office employees, personal telephone business is to be conducted during your lunch hour or your breaks. Particular attention should be given to ensure that a personal call is not made if it results in no free lines being available for business use. Personal calls should be restricted to local calls, unless you charge any long distance call to your personal number.

Cell phones: Personal telephone business is to be conducted during your lunch hour or your breaks. Cell phones are to remain off or without sound during your regular work hours.

Computers: All employees must arrange for a computer password through the Director of Administration. All GNAG employees are expected to have up-to-date computer skills. Specialized training requirements are to be discussed with your supervisor. If you wish to use a computer not normally reserved for your use, do so only with the approval of a GNAG manager. A manager must approve use of computers for non-GNAG work (this includes Internet access). To maintain consistency, desktop and any other computer settings are not to be altered in any way. ***You must have the approval of the Director of Administration or the Executive Director to install software of any type.***

E-Mail Usage: GNAG expects all employees to use its e-mail system for official business use and reserves the right to monitor, access, use and disclose all messages sent over its e-mail system for any purposes — business or personal

Internet Access and Usage: GNAG wishes that only properly authorized employees use its forms of electronic communication. These are for business use only. The following guidelines apply to all employees using the Internet:

1. Do not open e-mails from Internet contacts you do not know, and do not open suspicious attachments.
 2. Follow all terms and conditions of software licenses and copyright laws when collecting or using information from the Internet.
 3. Do not download software from the Internet unless authorized by your manager.
 4. Use of GNAG's Internet resources for personal purposes, playing games or
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participating in other activities not related to your job function is not permitted on GNAG's time.

All messages sent over GNAG's internal networks and computers are GNAG's records. At any time and without prior notice, management reserves the right to examine and analyze e-mail, personal file directories, Internet access logs and other information stored on GNAG computers. You should have no expectation of privacy associated with the information stored in or sent through these systems, whether encrypted or not. GNAG maintains the authority to review Internet usage logs, to act upon inappropriate usage of GNAG's computer and network assets, and restrict access to resources at various times.

Home Work & Flexible Work Arrangements

It is GNAG's policy to occasionally permit working at home for salaried employees, with permission from your supervisor or director. It is expected that this request will not be made frequently and will be accompanied with a valid justification.

Flexible working arrangements such as job-sharing and flexible hours must be arranged with your director on an individual basis. In your proposal, you will need to address the following questions:

- What business/operational problem will this arrangement address?
- How will this arrangement affect the unit's productivity?
- How will it affect other employees?
- Will you be available when needed?
- How can your work be supervised/monitored?
- How can your performance be reviewed?
- How will this affect your salary, benefits, position and career?
- How will you and GNAG ensure a safe working environment?

Should the flexible working arrangement be approved, a summary/ memo clarifying the issues above, and signed by your supervisor or director, is to be placed in your personnel file.

Flex-time:

Core Hours – Flexible Schedule: With the approval of your supervisor, GNAG allows you to “flex” the start and end times of your work days, providing you maintain the same total hours in a week. GNAG assumes you will normally be on site and available between the “core” hours of 10:00 am - 3:00 pm unless Customer Service has been notified otherwise. Up to 2 hours may also be taken for a lunch period as long as the time is made up at either the beginning or the end of the day. Flextime is used to make up for overtime required on evenings and weekends due to operational requirements (training, special events, etc.).

Compensatory Time: Employees may also earn “credit hours” by working more than the regular work requirement on a regular basis. This could allow an employee to structure their work schedules to enable them to take off a day or two within a 2-month period.

Disciplinary Procedures

GNAG strives to create a good relationship with its employees. Our primary goal is to provide a positive environment through training, development and strong management that will allow both you and GNAG to achieve excellence. In this spirit, we have developed disciplinary procedures designed to be fair and constructive with the aim of encouraging improved performance in the workplace.

The authority to discipline is entrusted to supervisors and directors. Discipline is intended to be constructive in correcting an employee's unacceptable or work performance or behaviour. The supervisor or director will identify promptly and positively that a deficiency exists in performance or behaviour. He or she will then investigate and obtain all pertinent facts concerning the deficiency before disciplinary action is taken. The individual will be informed of the problem and given a chance to discuss it with his or her supervisor. Depending on the severity of the problem and its history, one of several actions might be taken:

- Verbal Reprimand – performance expectations are reviewed and clarified with immediate supervisor or director.
- Written Reprimand – immediate supervisor meets with the employee. Performance objectives are set with specified target dates. A written summary of the problem and objectives is placed in the employee's file and a copy given to the employee. A follow-up meeting date is set for review. This step may be repeated once with the Executive Director attending.
- Suspension (with or without pay). Again, a written summary of the problem and objectives is placed in the employee's file and a copy given to the employee. In the case of an acute offence, if the suspension is immediate, the written summary may be prepared and given to the employee after the suspension has been imposed. Suspension with pay is usually used to remove the employee from the workplace during an investigation into alleged misconduct.
- Dismissal. The decision to terminate an employee rests with the Executive Director. Where the steps of the disciplinary process have been followed and performance objectives have not been met, the employee may be terminated without further notice. A terminated employee may appeal to the Personnel Committee of the GNAG within one month after termination. The Personnel Committee is comprised (at minimum) of a representative of the Board of Directors and the Executive Director.

Acute offences are those that are clearly identifiable and call for immediate reaction. Examples are misappropriation of funds, drunkenness on the

job, unauthorized use of facilities, or abusive behaviour towards a client or fellow employee. For these, the penalty may be applied without delay, up to and including dismissal. Chronic offences involve a continuing pattern of less serious infractions, such as persistent bad time-keeping or substandard work. These offences may be more appropriately handled by working up through the various levels of discipline.

GNAG hopes to provide an opportunity for improvement to any employee whose performance or conduct has created a problem, although we recognize that it may not always be possible to do so.

Compensation Practices

Classifications of Employment

For purposes of salary administration, eligibility for staff privileges and bonuses, GNAG classifies its employees as follows:

Salaried full-time managers and employees.

Managers and employees contracted to work GNAG's normal, full-time, 40-hour work week on a regular (i.e. on-going) basis. The annual salary is paid in 26 bi-weekly installments.

Seasonal employees.

Employees hired full time or part time for regular, foreseeable periods of time. They are paid wages plus 4% vacation pay on a bi-weekly basis.

Contractors.

Normally, fitness and recreation instructors are self-employed. Therefore, for the purpose of salary and wage administration, these instructors are not employees of GNAG. They must provide evidence of general liability insurance.

Volunteers & Co-op Placements.

Volunteers and Co-op placement students do not receive remuneration from GNAG.

Please direct any questions regarding your employment classification to your supervisor or director.

Salary Administration Program

To attract and retain highly qualified and motivated staff, GNAG endeavours to pay salaries competitive with those paid by other non-profit organizations whose workforce is similar in scope and size.

Each salaried position at GNAG has been studied and assigned a salary range. Periodically, GNAG may revise its job descriptions and job classification to maintain internal and pay equity. Salary ranges are reviewed annually to ensure continuing competitiveness with the local market.

Your salary is influenced by:

- The nature and scope of the job;
- What other employers pay for comparable jobs;
- Individual and corporate performance;
- Length of service; and
- Individual competency.

Initial placement within a salary range will be at management's discretion and will take into consideration the competencies an employee brings to the job, as well as current market conditions. Employees are expected to respect confidentiality and should not discuss their salary with other employees.

Salaries are reviewed on an annual basis; and, assuming satisfactory performance and affordability, your salary will increase to the top of the salary range through a series of annual grid step increases. Once you have reached the maximum salary in the range, you will be eligible for the same adjustment as that which is applied to the salary range. Assuming affordability, salary ranges generally increase by an amount similar to increases in the local cost of living.

To be eligible for an annual increase, employees must be on staff as a regular employee for at least one full year. In the event an employee has less than one full year, but at least 6 months full time service, at management's discretion, an employee may be eligible for a cost of living increase.

Depending on the nature of your job with GNAG, and the organization's financial performance, you may receive additional pay in the form of a year-end bonus. Bonuses are awarded solely at the discretion of the GNAG Board.

Regular Pay Procedures

All GNAG employees are normally paid biweekly on the Thursday following each 2 week pay period. If a scheduled payday falls on a GNAG-observed holiday, you will usually be paid on the day preceding the holiday. In the event of a computer problem, pay cheques will be processed at the earliest possible date. No employee may be paid directly out of petty cash or any other such fund for work performed. The only exception to this policy is where a contract relationship exists with a bona fide contractor.

Cheques may be picked up at the reception desk.

All required deductions, including income tax, Canada Pension Plan and Employment Insurance, and all authorized voluntary deductions, will be withheld automatically from your pay. Self-employed contractors are not employees of GNAG; therefore no deductions are made on their behalf.

Please review your pay stub for errors. If you find a mistake, report it to your supervisor immediately. Your supervisor will assist you in taking the steps necessary to correct the error.

Under exceptional circumstances an advance in pay may be approved by the Executive Director.

Expense Reimbursement

Any approved expense incurred for work at GNAG will be reimbursed. Approval to incur expenses must be approved by your supervisor or director before expenses are incurred.

Benefits

GNAG contributes toward payroll related benefits such as CPP (Canada Pension Plan), EI (Employment Insurance) and EHT (Employers' Health Tax). GNAG does not offer insured benefits such as health, dental, disability or life insurance; or a pension plan.

Vacations

The vacation entitlement period begins after six months of employment, and is calculated from the employee’s anniversary date.

All regular salaried employees are eligible for the following vacation:

Full Years of Service	Administration (E.g. Administrative Assistant)	Management (E.g. Director)	Senior Management (E.g. Executive Director)
Start	2 weeks	3 weeks	4 weeks
3 years	3 weeks	3 weeks	4 weeks
5 years	3 weeks	4 weeks	4 weeks
10 years	4 weeks	4 weeks	5 weeks
20 years	4 weeks	5 weeks	6 weeks

At time of hiring, previous experience may be recognized. For example, a director who has worked for 15 years at another recreation centre would start at 4 weeks vacation.

Management and Senior Management are not eligible for ‘overtime’. Management and Senior Management can flex hours of work to recognize the requirement to work unusual hours. For example, if you work all day Saturday to launch a new program, I can take all day Monday off. Flex hours normally occur the week immediately preceding or succeeding the event.

Vacation is normally taken in the year immediately following that in which it was earned. No more than 2 weeks vacation can be carried over; unused vacation in excess of legislative minimum requirements is lost (i.e. 2 weeks).

All salaried managers and employees must submit their requests for summer vacation time by March 1st. There must be *one manager with signing authority* at work at all times. At least one manager or supervisor from each unit must be on duty at all times during the year.

If a paid holiday falls or is observed during your vacation period, you will be allowed an additional vacation day with pay at a time mutually agreed upon by you and your supervisor.

The director must approve all vacation time. You shall receive an unbroken vacation unless mutually agreed upon by you and your director.

If you resign or if your services are terminated, you will be paid the prorated equivalent of all vacation time due to you.

Holidays

If you are a salaried manager or employee, you will be paid for eleven holidays, as noted below. If a paid holiday falls or is observed during your vacation period, you will be allowed an additional vacation day with pay at a time mutually agreed upon by you and your director.

For all other employees, GNAG will pay you 5% of your daily earnings, including vacation pay but exclusive of overtime, for the days you worked in the four-week period immediately preceding the week in which the statutory holiday occurs.

If you are absent from work without approval or with reasonable cause on either the workday before or after the statutory holiday, you will not be paid for the holiday.

Holidays

New Year's Day

Family Day

Good Friday

Easter Monday

Victoria Day

Canada Day

Civic Holiday

Labour Day

Thanksgiving Day

Christmas Day

Boxing Day

If you are requested to work on a holiday, you will be allowed to take a day off with pay at a future time mutually agreed upon (within 3 months) by you and your supervisor.

GNAG is closed for the period between Boxing Day and New Year's Day. Salaried managers and employees are paid for this period.

Sick Days

Salaried Managers and Employees: GNAG provides protection for its salaried employees against loss of income sustained because of illness.

If you are forced to be absent from work because you are sick or disabled or because of an accident, you will receive full pay for this time as sick days. If you are unable to come to work, let your supervisor or director know as soon as possible. (See Minimizing Absenteeism & Tardiness.)

Sick days are a bank of 12 days per employee per year (prorated for part-time employees). A deduction is made from your bank of sick days for each normal working day (exclusive of holidays) on which you are absent for reasons of illness. The Executive Director may approve sick days, paid or unpaid, beyond the bank, at her or his discretion. Unused sick days are not accumulated from year to year and are not paid out on termination of employment.

Seasonal Employees: The sick day allowance for seasonal employees is exactly the same as for salaried employees but *without pay*.

In addition, a seasonal employee who must leave work due to injury sustained in the line of duty, will receive pay for their complete shift for that day.

All Employees: GNAG reserves the right to require a medical certificate in all cases of medical absence. Your director or supervisor will tell you if you will need a certificate for absences due to illness in future. If so, the certificate should be obtained during the absence, not afterwards.

Special Leave or Personal Time Off

Salaried managers and employees: After the probationary period is completed, a bank of 5 paid days per year is allowed, (prorated for part-time employees) in order to keep personal appointments which can not be taken care of outside of regular business hours, e.g., doctor, dentist, and for holidays of religious significance; or to care for sick dependents.). A deduction is made from this bank of days for each normal working day (exclusive of holidays) on which you are absent for reasons related to Special leave. This time off must have prior approval of the supervisor. Note that personal time may not be used to extend scheduled vacations.

There shall be no carry over of personal time from year to year, and no payment for unused personal time off.

Seasonal employees: Time off may be granted for personal reasons, without pay, at the discretion of the supervisor or director.

All employees: You must give your supervisor or director written notice of intent to use personal time at least one week before taking the time off, except in emergency situations. Your supervisor or director considers workload priorities in determining whether to approve such requests.

Jury & Witness Duty Leave

If you are summoned for jury duty or receive a summons or subpoena to appear as a witness in a court proceeding not resulting from your private affairs, you will receive your regular pay. You will be required to forward any jury or witness fees paid by the courts to GNAG, with the exception of travel, parking or lunch monies. Please advise your supervisor in writing as far in advance as possible of any expected jury or witness duty leave request.

Bereavement & Compassionate Leave

Salaried Managers and Employees: When a death occurs in your immediate family, you will be granted 5 consecutive days paid leave of absence immediately following the death for the purpose of arranging or attending the funeral.

Compassionate leave will be granted at the discretion of your supervisor or director in cases of serious illness or accident of family members or other unusual circumstances requiring a brief absence from work, and will be treated in the same way as bereavement leave.

Pay for bereavement and compassionate leave is not available for time you would not have worked because of vacation, statutory holidays or a leave of absence.

Seasonal Employees: Bereavement and compassionate leave is granted exactly the same as for salaried employees but *without pay*.

All staff: Requests for bereavement or compassionate leave should be made to your supervisor or director.

Maternity & Parental Leave

Maternity Leave: Unpaid leave of up to 52 weeks is available for maternity leave. This leave may begin up to 11 weeks prior to your estimated due date. Requests for maternity leave must be made in writing and be accompanied by a certificate from a medical practitioner stating that you are pregnant and estimating the probable due date.

Written notice of your intent to return to work is required four weeks in advance of the return date.

The Employment Insurance Commission provides financial assistance for maternity benefits. To establish whether you qualify, please contact Service Canada. A record of employment (Statement of Earnings) will be provided by the Director of Administration at the beginning of your maternity leave.

Parental Leave: Unpaid leave of up to 12 weeks is available to biological parents (mother or father) or adoptive parents (mother or father). Requests for parental leave must be in writing, include either proof of the child's birth (birth certificate) or an adoption placement certificate and be submitted four weeks prior to the date upon which the leave is requested to begin.

For biological mothers, this leave provision must be taken immediately following the maternity leave. For biological fathers or adoptive parents, the leave is available any time up to 52 weeks after the child's birth.

Any accrued vacation should be taken before the parental leave begins.

Return from Maternity or Parental Leave: When you return from maternity or parental leave, you are entitled to return to your previous position or to a position comparable to the one you left.

Unpaid Leaves of Absence

GNAG may grant an unpaid leave of absence of up to 30 days on the approval of your director. Longer leaves must be approved by the Executive Director. In the case of leaves longer than 30 days, we cannot guarantee that your previous job will be available when you return, but we will make every effort to find you a comparable job if one exists.

All requests for leaves of absence must be made in writing and must include the reason for requesting the leave. Among the factors that will be considered in assessing the request are the availability of a replacement worker to do your job, current business conditions, and your length of service and performance.

While on leave of absence, you will not accumulate seniority or vacation days. In other words, your anniversary date will be adjusted to reflect the amount of leave.

Family Medical Leave

Consistent with statutory requirements, an employee may take unpaid family medical leave of up to eight weeks to provide care or support to a specified family member who has a serious medical condition with a significant risk of death occurring within a period of 26 weeks. This medical condition and risk of death must be confirmed in a certificate issued by a qualified health practitioner. The period may be broken up as necessary; however, if you take part of a week off work as family medical leave, it will be counted as a full week of leave. You should give your supervisor or director as much notice as possible that you will need this leave of absence.

Staff and Board Member Privileges

Managers, employees and instructors: GNAG staff and instructors are entitled to sign-up for one adult program/workshop per season at a 50% discount. Discounts are not transferable to family members, as this is an opportunity for staff and instructors to learn about GNAG programs.

Some exceptions to this policy apply: First, courses / workshops will become open for the 50% discount only after a minimum number of participants have signed up at full price. Second, certain programs – such as those that require GNAG's financial outlay (those on a per participant fee basis) and programs that fill quickly – will not be offered for the discount. Third, courses / workshops taken under the 50% discount policy cannot be counted towards the total number of courses needed for the 10% family discount.

Board Members: Members of the GNAG board are entitled to sign-up for one adult program/workshop per season at no cost. Free sign-up is not transferable to family members, as this is an opportunity for board members to learn about GNAG programs.

Some exceptions to this policy apply: First, courses / workshops will become on a no-cost basis only after a minimum number of participants have signed up at full price. Second, certain programs – such as those that require GNAG's financial outlay (those on a per participant fee basis) and programs that fill quickly – will not be offered at no cost. Third, courses / workshops taken on a no-cost basis cannot be counted towards the total number of courses needed for the 10% family discount.

Training & Development

GNAG is committed to constantly enhancing the skills, abilities and opportunities of all our managers and employees. We believe that training and development programs to enable our workforce to prepare for changing conditions are crucial to GNAG 's future health and growth.

In GNAG's Strategic Plan, skills and functions have been identified that will be in demand as GNAG grows. Your director or supervisor may recommend that you take a course in one of these areas or you may request an opportunity to do so. Finding out about your career path and building the skills necessary to advance along it will greatly improve your chances for promotion. Your supervisor's or director's approval is required for all courses attended during normal work time and/or subsidized by GNAG.

Many activities that do not involve the classroom can also be valuable to you and GNAG. Learning about other jobs by filling in for someone else during a vacation or other leave of absence gives you a more valuable skill base and a wider understanding of how we do business.

Employee Recognition

GNAG values its most important resource – its managers and employees. To ensure that the talents and skills you bring to the workplace are recognized and rewarded, we have established an Employee Recognition Program. All employees are eligible for Employee Recognition Awards.

The Program is designed to recognize and reward employee achievements in the following areas:

- Innovation
- Service
- Performance Enrichment
- Personal Achievements

Usually, the achievements of managers and employees will be recognized at an event organized by the Executive Director.

Health, Safety & Security

The Glebe Neighbourhood Activities Group (GNAG) recognizes the importance of respecting all of our resources and assets, both human and material. Our foremost concern is for the safety and well being of our employees.

We work in partnership with the City of Ottawa to provide and maintain a safe and healthy work environment for all GNAG employees in compliance with legislative requirements and industry standards.

All employees and management share equally in the responsibility for reducing accidents and lost time by performing our jobs in a safe and healthy manner as prescribed by the City of Ottawa Health and Safety Policy and Programme.

Injuries and costly property damage losses can be controlled through good management systems and practices, combined with your active involvement and co-operation.

The employment policies and procedures outline the duties and responsibilities of all employees, supervisors and managers relating to occupational health and safety. Please join us in embracing them in your daily work.

Health & Safety Enforcement & Discipline

It is everyone's responsibility to observe and promote safe work practices and a healthy workplace. All supervisors have the responsibility to see that everyone works safely, and that safe and healthy work conditions are maintained. Safety training will be provided for all employees operating equipment or working around equipment, and safety manuals will be available. Unacceptable health and safety performance will not be tolerated.

You are expected to observe safety rules, use any protective equipment provided, and immediately report any hazardous conditions or injuries to your supervisor. You will not be discriminated against or disciplined for reporting a legitimate safety concern or hazard, or for refusing unsafe work.

Anyone not observing safety rules will be subject to corrective disciplinary action.

Occupational Health & Safety Training

As part of the orientation and training process, all new employees will receive instructions on job safety and will be warned of workplace hazards to health and safety according to the provisions of all legislative standards. Job hazards and safe procedures will be explained fully to you before you begin work. All supervisors and managers have the responsibility for properly training the employees reporting to them, ensuring that everyone works safely, and maintaining safe and healthy working conditions.

Hazardous materials will be labeled and inventoried by the City of Ottawa, Maintenance Manager. The inventory list will be posted at all times on the board located in the main reception area. In addition, other current WHMIS (Workplace Hazardous Materials Information System) information, including material safety data sheets, will be posted on this notice board.

Joint Health & Safety Committee

The City of Ottawa's Joint Health and Safety Committee meets regularly to discuss health and safety concerns, review progress and make recommendations. The scope of this committee includes GNAG operations, employees, contractors, and clients.

The Committee's main purpose is to identify hazards, such as equipment, substances, procedures, working conditions or anything else that may endanger employees' or visitors' health and safety. To a large extent, this purpose is achieved by carrying out workplace inspections. The Committee has the power to make recommendations to GNAG's management and employees on ways to improve workplace health and safety.

You are encouraged to first bring your health and safety concerns to the attention of your supervisor or director. If they are unable or unwilling to address your concerns the Joint Health and Safety Committee is the next place to bring your concerns. Your identity will remain confidential and you will not be discriminated against or disciplined for coming forward.

Maintenance & Housekeeping

It is your responsibility to help keep our work area tidy and safe for your health and for everyone else's. This responsibility includes the following rules:

- Make sure that corridors, doorways, stairs and fire exits are accessible.
- Do not run in corridors and be careful when approaching corners and opening doors.
- Do not permit flammable material to accumulate where it could create a fire hazard.
- Report broken or malfunctioning equipment promptly to your supervisor or a manager.
- Keep the floor around your work area clean.
- Do not leave extension or phone cords laying in open areas as a trip hazard
- Keep filing cabinet drawers closed.
- Remember, a clean and safe workplace is everyone's responsibility!

Workplace Hazardous Materials Information System (WHMIS)

GNAG believes in a working environment that is safe and healthy for every person at all times. WHMIS is a national system designed to ensure that everyone working with chemicals is properly informed and uses them according to health and safety procedures. WHMIS applies to hazardous materials known as controlled products.

The supplier for every controlled product we purchase must provide a Material Safety Data Sheet (MSDS). The City of Ottawa Maintenance Manager keeps all MSDS's on file. The MSDS's are located on the Health and Safety Board. The MSDS describes the hazard created by the product, safe handling procedures, and the steps to take if you come into contact with the product. Always check the MSDS if you have not handled the product before or are unsure about the proper procedure for use, storage, first aid or disposal. A container of any controlled product will be labelled according to its hazard and the MSDS will be available to anyone dealing with it.

If you will be required to use or come into contact with controlled products, you will receive training in their proper handling. This training will be reviewed annually and updated and reinforced periodically. If you need further information at any time, please check with your supervisor or the City of Ottawa, Maintenance Manager.

Right to Refuse Unsafe Work

The right to refuse unsafe work is law for workers in this province. It is one of the three main rights workers in Ontario have relating to their safety. The others are the right to know about hazards in the workplace and the right to participate in health and safety activities.

GNAG fully supports your rights including the right to refuse unsafe work. If you have reason to believe that any equipment, machine or device is likely to endanger you or a co-worker, speak to your supervisor immediately. If you don't feel the concern has been addressed, you may wish to exercise your right to refuse unsafe work. You should advise your supervisor if you are doing so.

Management will be informed of the situation, and your supervisor and a Joint Health and Safety Committee member will investigate your concern with you. This should resolve the situation or satisfy your concern.

If, after this has occurred, you still have reason to believe that you or a co-worker could be in danger, you may request to be assigned to other reasonable work and a Ministry of Labour inspector will be contacted to assist in a further investigation. No reprisals will be taken against any employee who acts in compliance with, or seeks enforcement under, the provisions of provincial health and safety legislation.

Personal Protective Equipment

Where GNAG believes it is in the interests of safety and health for you to wear protective clothing or equipment, the wearing of this clothing or equipment is a condition of your employment. You will be trained in the proper use and maintenance of this clothing and equipment. Areas of the workplace where the wearing of safety equipment is mandatory are clearly marked.

If you are required to wear safety shoes or safety boots, you will be reimbursed up to \$65.00 each year by GNAG upon providing proof of purchase of a pair of approved safety shoes or safety boots. You are responsible to ensure you wear safety footwear that is in good condition at all times. If one pair of safety footwear become unsafe then you will be responsible to replace them if it is within the year.

Where your work requires other protective clothing and equipment, GNAG will supply the required clothing and equipment, except where it is of a personal nature.

Accident Reporting & Workers' Compensation

If you are involved in any type of occupational injury or illness, you must report the situation immediately to your supervisor or director and make arrangements to complete an incident form right away. Incident forms are kept at both reception desks and by all managers. This form assists us in determining basic causes of accidental injury and illness so that we can improve working practices and prevent a recurrence. Your supervisor or director will also use the information to complete a workers' compensation accident report form if one is required.

If you are injured a first aid attendant will administer first aid and determine the need to refer you to further care. If further care is recommended GNAG will provide transportation to your physician, a clinic, or hospital. You will be given forms to be completed by the physician to assist in your early and safe return to work. You must bring these completed forms back to your supervisor or the manager on duty immediately after treatment is completed.

The Joint Health and Safety Committee and management investigate all accidents. The Ontario Ministry of Labour also investigates serious or fatal accidents.

Let your supervisor or director know as soon as possible if the injury or illness requires medical attention or will prevent you from performing your work.

Any employee (but not contractors) prevented from performing his or her regular work with GNAG, as a result of an occupational injury or illness that was incurred in the course of his or her employment, that is recognized by the Workplace Safety and Insurance Board as compensable, will receive benefits during this period off work. GNAG does not provide workers' compensation benefits of its own. Contractors (e.g. recreational and fitness instructors) are advised to have a personal disability insurance plan in place.

Workplace Inspections

The GNAG workplace is examined at least once each year by the Joint Health and Safety Committee to identify potential and actual hazards associated with buildings, equipment, environment, processes and practices. In addition the management of GNAG will inspect GNAG work areas, and activities. These inspections should identify any hazards that require attention, and recommend corrective action. Among the hazards that will be identified are:

- unsafe conditions;
- unsafe behaviours;
- health hazards; and
- non-compliance with acts, regulations, and codes.

Under the terms of the Occupational Health and Safety Act, a worker member of the Joint Health and Safety Committee conducts an inspection of parts of large workplaces (The City of Ottawa) so that each workplace (our community centre) is inspected at least once annually. Any hazards noted are recorded on an inspection form that is filed with the relevant unit manager(s) and the Committee. Subsequent inspections will report on action taken to alleviate these hazards.

Please provide your support and cooperation to Committee members you may come into contact with when they are performing their inspections. However, do not allow them to operate any equipment for which they have not received training. Instead offer to have the equipment demonstrated by a trained person.

Workplace Violence

GNAG accepts the obligation to provide a healthy, safe work environment. We recognize that workplace violence is a health and safety issue and we are committed to providing a violence-free environment. In support of this philosophy, it is essential that everyone work in collaboration to recognize, manage and prevent acts of workplace violence.

Violence is any act of aggression, verbal assault, physical assault, or threat in the workplace. Acts of workplace violence will not be tolerated.

GNAG employees who encounter violence or abusive behaviour must report the situation by making use of either an incident form and/or the Complaint Procedure. Any injuries sustained are dealt with under the policies and procedures for workplace accidents and workers' compensation.

Smoking in the Workplace

GNAG is dedicated to providing a healthy, comfortable and productive work environment for our employees. GNAG will ensure it is in compliance with the Smoke Free Ontario legislation.

Secondhand smoke is a known health hazard and will be treated in the same manner as any other health hazard, i.e., removal from the workplace so as not to place employees at risk. This goal can be achieved only through efforts to protect non-smokers and to help smokers adjust to restrictions on smoking. Smokers who wish to obtain information on smoking cessation programs should use Ontario's Employee Assistance Program.

Smoking will not be permitted in the workplace, or near enough to the workplace to allow smoke to enter the building through doorways or windows.

The success of this policy will depend upon the thoughtfulness, consideration and co-operation of smokers and non-smokers. All employees share in the responsibility for adhering to and enforcing the policy. Any conflicts should be brought to your supervisor's attention and, if necessary, referred to the Executive Director for a final decision. In all cases, the right of the non-smoker to protect his or her health and comfort will take precedence over an employee's desire to smoke.

Employees who violate the smoking policy will be subject to disciplinary action. Those persons in violation of the Smoke Free Ontario legislation may receive fines by enforcement personnel.

Substance Abuse

GNAG recognizes that substance abuse is a danger to the health and safety of its employees and the public, and will work to remove this hazard from the workplace.

Alcohol¹ and illegal drugs are not permitted on Glebe Community Centre property. Employees under the influence of drugs or alcohol at work will be subject to disciplinary action up to and including dismissal. Employees who report to work under the influence of drugs or alcohol will be removed from the workplace immediately. As may be necessary, alert your supervisor or director when you are taking legitimate prescription or over-the-counter medication with possible side effects that may hamper your performance, so that your work assignments may be adjusted.

Ontario's Employee Assistance Program is available to help GNAG employees. We urge you to avail yourself of these services if you face substance abuse problems.

¹ Except for special occasion or rentals when liquor permits have been issued.

Emergency Procedures

NOTE:

EMERGENCY TELEPHONE NUMBERS are kept up-to-date in binders in the **Main Reception Desk** cupboard.

Incident

Know and follow the procedure:

- Use common sense.
- Complete an **Incident Report Form** within 24 hours and submit to the Executive Director.
- Report the incident to the appropriate supervisor or director and the Executive Director.

Minor Accident

Know and follow the procedure:

- Assist the victim and treat only with first aid. Be familiar with the location of first aid kits.
- Have another staff supervise the class while you administer first aid or send for assistance from the office. First aid kits are available in designated areas.
- Use plastic gloves when administering first aid.
- Complete a **Minor Accident** report form within 24 hours and submit to the Executive Director.
- Report the accident to the appropriate supervisor or director and the Executive Director.
- Do a follow-up check by calling the victim.

Major Accident

Know and follow the procedure:

- Assist the victim and treat only with first aid. Check **airway, breathing and circulation**.
- Have another staff supervise the class while you administer first aid or send for assistance from the office.
- Use plastic gloves when administering first aid.
- Initiate **EMS** by calling **9-911** if required. Do not transport.
- When EMS answers, clearly give the accident location, nature of accident (e.g. heart attack), your name and the phone number where you are calling from, and the entrance to be used.
- Assign someone to meet EMS outside and direct them to your location.
- Complete a **Vital Checklist form** on-site and attach to the **Major Accident report** form.
- Complete a **Major Accident report** form within 24 hours and submit to the Executive Director.
- Report the accident to the appropriate supervisor or director and the Executive Director.
- The Executive Director or the supervisor or director will do the follow-up check.
- All contact with the police or press will be handled by the Executive Director.

Fire

Know the location, classification and operating procedure for all fire extinguishers.

Know the location of all fire alarm pull stations and the emergency exits.

Upon pulling the alarm, the Fire Department is automatically notified by our monitoring system, ADT (telephone 9-613-238-2500).

Call 9-911 as well and give your location, the location of the fire, your name and phone number and the nearest entrance.

Evacuate the building using stairs instead of elevator. **Fires that cannot be promptly extinguished by fire extinguisher should be handled by professionals – do not attempt to fight the fire.**

Clear and lock-out the elevator.

Warn persons nearby.

Pull the nearest fire alarm if it isn't already sounding.

Evacuate the building. Make sure persons requiring assistance are helped out of the building.

The downstairs supervisor must advise the upstairs supervisor when the downstairs is cleared.

Meet the Fire Department outside (if possible) and tell them the location of the fire and if the building has been evacuated.

The Fire Department has access to all the keys necessary for the building.

The firefighters will reset the alarms. There is one upstairs at the fire alarm panel and one downstairs in the electrical room at the back of the pottery studio. Under no circumstances try and re-set the alarms.

Complete an **Incident Report** form and submit to the Executive Director.

Report the fire to the Executive Director and the appropriate supervisor.

All contact with the Police or press will be handled by the Executive Director.

Procedure for False Alarm

Only if you personally see a person pulling a false alarm, call **ADT at 9-613-238-2500** and the **Fire Department at 9-911** and tell them it is a false alarm. The Fire Department will send someone to reset the alarm. Complete an **Incident Report** form and submit to the Executive Director.

Theft/Loss

When approached by a patron that something has been stolen, try and listen to get as much information as possible.

In all cases of vandalism, break-ins and thefts call the **police** and file a report. To report, call the Ottawa Police at 9-613-236-1222 for theft or property damage. Do not call 9-911 unless the theft is in progress and it is of significant value – e.g. a car being stolen from the parking lot.

The police will investigate and/or assign a report number by telephone.

If a wallet or purse is stolen, offer the victim use of a phone to call credit card companies, etc.

Complete a Theft/Loss Report within 24 hours. Include the police report number and the officer's badge number, and submit to the Executive Director.

Contact the City of Ottawa's Security Co-ordinator at 9-613-580-2580.

Child Abuse

If you suspect a child has been abused, take the time to:

- Observe and note any unusual marks or behaviour.
- Listen to the child.
- Ask straightforward, simple questions. Use common sense, do not mislead.
- Report to the appropriate supervisor or director and the Executive Director.
- Complete an Incident Report form with the supervisor or director and submit to the Executive Director.
- The Executive Director will contact the Children's Aid Society.
- You are responsible for **reporting** suspected abuse, **not investigating** the situation.

Indecent Exposure

Know and follow the procedure:

- Do not confront the individual.
- Call the police immediately.
- Anyone in the vicinity of the offender should be guided to a safe area.
- Get names, addresses and telephone numbers of any witnesses.
- Write a description of the offender: male or female, approximate age, height, build, complexion, facial or other physical characteristics.
- Write a description of car (if any) and license plate number.
- Complete an Incident Report form within 24 hours and submit to the Executive Director.
- Report the incident to the Executive Director and appropriate supervisor or director.

Bomb Threat

Know and follow the procedure:

- Keep the caller on the phone as long as possible. Start writing down information and observations.
- Listen for any sounds that may identify the caller (for example, age, accent) or the location of the caller (for example, traffic noises).
- Ask questions which may clarify the exact nature of the threat:
 - Where is the bomb located?
 - When is it going to explode?
 - What kind of bomb is it?
 - What does it look like?
 - Why is this building being bombed?
- Notify the police and the Chief Security Co-ordinator at City Hall – 9-613-244-5300 ext. 1434. Evacuate the building upon their advice.
- When evacuating, use stairs instead of elevator.
- Complete an Incident Report form within 24 hours and submit to the Executive Director.
- Report the incident to the appropriate supervisor or director and the Executive Director.

Elevator

If there is a problem with the elevator call City of Ottawa RPAM's maintenance staff at: 9-613-580-2424 ext. 29999 (7:30 a.m. to 4:00 p.m. weekdays) or after hours, 9-311.

Power Failure

Have everyone remain calm and stay where they are until the lights come on. Alternatively, staff should escort patrons to safety if it is apparent that power will not be restored quickly.

If necessary, call Ottawa Hydro at 9-613-733-2040 to determine the length of the power failure.

Complete an Incident Report form within 24 hours and submit to the Executive Director.

Report the incident to the appropriate supervisor or director and the Executive Director.

After Hours Emergency Assistance

If there is a mechanical or power failure, remove everyone from immediate danger. Call 9-311.

Complete an Incident Report form within 24 hours and submit to the Executive Director.

Report the incident to the appropriate supervisor or director and Executive Director.

Consequences of a Fatality

In the case of a fatality, an internal review will be held. A Coroner's inquest may be held if called by the Coroner, by the family or by the Chief Coroner for the Province. Site staff will be asked to testify and all written reports will be examined.

The family may file a civil law suit (or a criminal suit may be filed), to determine if negligence was involved. This can occur up to 7 years after the actual incident. Insurance purchased by GNAG, through the City of Ottawa, will ensure representation of any employee, in any legal action, provided we determine there is no evidence the employee was negligent.

Should an employee be required to testify at a Coroner's Inquest, GNAG will provide support and will seek to obtain legal advice.

Report Writing

Accurate report writing for any situation is essential. Reports must:

- Be legible.
- Be factual – if in doubt, leave out!
- Be objective – stick to what you heard and observed, and avoid opinions.
- Indicate time and location of staff, equipment and victim.
- Include witnesses.
- Include a map of the situation.
- Be completed in full as the form requests.
- Be completed within 24 hours.

A “debriefing”, called by immediate supervisor or the Executive Director, of all employees involved should be held immediately after any major situation. “Debrief” means review and evaluate for future situations – it does not find fault.

Performance Appraisal Form – Salaried Employees

Name of Employee:

Title or Position of Employee:

Supervisor or Director of Employee:

Title of Supervisor or Director:

Period of Performance Appraisal: From _____ to _____

Performance evaluation at GNAG is intended to be a constructive and positive experience. It should be viewed as an opportunity for employees to learn where they stand relative to their expected job performance, goals and objectives. At the same time it offers employees a chance to become involved in determining their future career development, and to map out ways in which they can be true participants in GNAG 's achievement of success.

A Complete this section at the beginning of the period:

A.1 Goals and Objectives with target dates:

A.2 Training and Development Plan (if appropriate):

B Complete this section at the end of the period:

B.1 The supervisor's or director's assessment of the employee's performance (this should be linked to the goals and objectives outlined in A.1):

B.2 Training and development completed:

C. Supervisor or director's overall appraisal of the employee's performance:

Exceptional: Performance consistently far exceeds expectations/standards.

Exceeds Expectations: Performance sometimes exceeds expectations/standards and consistently meets expectations/standards.

Meets Requirements: Performance consistently meets expectations/standards.

Needs Improvements: Performance does not always meet expectations/standards; some development/training required.

Unacceptable: Significant development required; performance below minimum acceptable level.

D. Additional comments:

Signature of Supervisor or Director:

Date:

Employee's comments:

Signature of Employee:

Date:

**SUMMER/SEASONAL EMPLOYMENT PROGRAMS
PERFORMANCE EVALUATION FORM**

Name:	Position Title:
S.I.N. #	Unit:
Period of Employment (M/D/Y) From: _____ to _____	

ASSESSMENT FACTORS	Unsatis- factory	Marginal	Good	Very Good	Excellent
Attendance & Punctuality: Consider the amount of time lost from the job through sickness; recurrent absenteeism; tardiness; adherence to time restrictions on breaks; prompt attendance at meetings, etc.					
Interpersonal Skills: Consider the ability to work cooperatively with employees/public and as part of a team; courtesy; tact and diplomacy; accessibility, etc.					
Job Knowledge and Understanding: Consider the knowledge and understanding of duties and responsibilities, policies, procedures, practices, methods, technical aspects of the job; applicable legislation, regulations; corporate structure, functions, activities, etc.					
Quantity of Work: Consider the volume of work, speed and efficiency; high output while maintaining quality; effective use of time; ability to handle a full work load, etc.					
Quality of Work: Consider the ability to produce error free work; thoroughness and attention to detail; the ability to detect errors and make corrections quickly; completeness; accuracy of work, pride in work, etc.					
Planning, Organizing and Time Management: Consider the ability to set priorities; efficient use of time; effective and efficient use of resources, etc.					
Initiative/Effort: Consider the willingness/frequency to voluntarily perform extra work when necessary; creativity and innovation, etc.					
Reliability: Consider the ability to work well with minimum supervision and follow instructions/work procedures and Corporate policies.					
Compliance with Health & Safety Practices/ Procedures					

SUPERVISOR'S COMMENTS/OBSERVATIONS:

EMPLOYEE'S COMMENTS/OBSERVATIONS:

Supervisor's Signature:

Title:

Date:

Employee's Signature:

Date:

DEFINITIONS OF LEVELS OF PERFORMANCE

UNSATISFACTORY: The level of performance consistently fails to meet the minimum performance requirements expected.

MARGINAL: The level of performance is sometimes below acceptable standards and fails to satisfy the job requirements. Improvement is necessary.

GOOD: The level of performance normally meets the required standards.

VERY GOOD: The level of performance always meets the required standards and often exceeds them.

EXCELLENT: The level of performance consistently and considerably exceeds standards of adequate performance. An occasional instance of superior performance is not sufficient justification for an excellent rating.

Distribution: 1. Original to Employee 2. Copy to Employee File

Employee Counselling Report

Name of Employee:

Title or Position of Employee:

Name of Supervisor or Director of Employee:

Title of Supervisor or Director:

Date:

This report is intended to be constructive in correcting an employee's unacceptable work performance or behaviour. The supervisor or director will identify promptly and positively that a deficiency exists in performance or behaviour. He or she will then investigate and obtain all pertinent facts concerning the deficiency before disciplinary action, if any, is taken. The individual will be informed of the problem and given a chance to discuss it with his or her supervisor.

Reason for this report (observations of performance or behaviour(s) that gave rise to concern, including information on any previous reports, and any investigation):

Description of performance or behaviour(s) that are expected of the employee in future:

Date of follow up meeting:

Signature of Supervisor or Director:

Date:

Employee comments:

Signature of Employee:

Date:

Probation Review Form – Salaried Employees

Name of Employee:
Title or Position of Employee:
Name of Supervisor or Director of Employee:
Title of Supervisor or Director:
Start Date of Employment:
Current Date:

Supervisor, complete Section A, B or C:

Section A:

I am pleased to confirm that _____ (*insert Employee Name*) has successfully completed their probationary review period.

Section B:

Although we have been pleased with your performance in many areas, we continue to express concern in the following areas:

We are prepared to extend your probationary period by ___ months to enable you to improve performance.

Section C:

Unfortunately, your performance does not meet our expectations and your employment will be terminated effective immediately.

Additional Supervisor Comments:

Signature of Supervisor or Director:
Date:

Employee comments:

Signature of Employee:
Date:
