

# YEAR 2009

FIRST NATION  
Personnel Policies and Procedures Manual

## Table of Contents

INTRODUCTION .....	3
MISSION STATEMENT AND VISION .....	4
PERSONNEL POLICIES and PROCEDURES .....	7
Code of Conduct .....	7
Confidentiality .....	8
Privacy Policy .....	9
Equal Treatment .....	12
Professional Development .....	12
Media Contact .....	15
Dress Code .....	16
Sexual Harassment .....	17
<b>Health and Safety</b> .....	23
Computer Use .....	24
Recruitment .....	32
Personnel Files .....	34
Probation .....	35
Payroll .....	36
Salary and Wage Review .....	38
Job Performance Evaluation .....	39
Transfer of Position, Promotions, Demotions .....	40
Acting Appointments .....	42
Board and Committee Appointments .....	43
Hours of Work .....	45
Attendance Policy .....	46
Overtime Policy .....	47
General Holidays .....	48
Sick Leave Policy .....	51
Maternity and Parental Leave .....	53
Court Leave .....	55
Educational Leave and Assistance .....	56
Special Leave .....	57
General Disciplinary Action .....	59
Complaint Resolution Procedure .....	62
Termination of Employment .....	63

## INTRODUCTION

All members of the \_\_\_\_\_ share a desire to promote well-being and to increase employee productivity so that the people we serve will be well and efficiently served.

\_\_\_\_\_ Personnel Policies and Procedures Manual is a necessary part of the organization to maintain harmony and mutually beneficial relationships between the \_\_\_\_\_ and the employees.

The Personnel Policies and Procedures Manual has been designed to assist employees of the \_\_\_\_\_ and to ensure organizational standards are clear for all and complied with. The policies and procedures contained within this Manual indicate how the \_\_\_\_\_ will govern and manage its operations.

This Manual sets forth certain terms and conditions of employment relating to pay, hours of work, employee benefits, and general working conditions affecting employees which shall apply to all employees unless otherwise specified in an employee service contract entered into between an employee and the \_\_\_\_\_. In addition, the individuals retained by the \_\_\_\_\_ on a temporary basis shall be governed by the policies and procedures where applicable as determined by the \_\_\_\_\_.

WHO WE ARE

## **MISSION STATEMENT AND VISION**

### **MISSION STATEMENT**

### **VISION**

## DEFINITIONS

For the purpose of this Personnel Policies and Procedures Manual, the following definitions shall be used:

Immediate Supervisor: \_\_\_\_\_ Board.

Employee: Person employed by the \_\_\_\_\_, who comes within the scope of:

- a) A **full-time** employee – meaning a person whose term of employment is for at least one (1) year and who regularly works seven (7) hours per day and five (5) days per week;
- b) A **term** employee – meaning a person whose term of employment is over three (3) months and under one (1) year;
- c) A **casual** employee – meaning a person whose term of employment is under three (3) months;
- d) A **part-time** employee – meaning a person who regularly works less than seven (7) hours per day or thirty-five (35) hours per week.

Permanent Employee: An employee who has completed the three (3) month probationary period and is eligible for continuous employment.

Employer: \_\_\_\_\_.

Continuous Employment: Un-interrupted employment with the \_\_\_\_\_, including when an employee is laid off for reasons other than dismissal, and is re-employed within a period of three (3) months; and including the period when an employee is employed on a Casual basis and is then hired full-time.

Half-day: The a.m. or p.m. of a normal seven and one half (7.5) hour work day, or four (4) hours.

General Holiday: The twenty-four (24) hour period commencing at 12.01 a.m. of a day designated as a Paid holiday in this Manual.

Immediate Family: Father, mother, brother, sister, spouse, common-law spouse, child, step-child, father-in-law, mother-in-law,

grandmother, grandfather, and any relative permanently residing in the employee's household or with whom the employee permanently resides (to respect family situations of Aboriginal peoples which may affect their immediate, extended and/or community families).

**Lay-Off:** The termination of employment of an employee due to lack of work or the dis-continuance of a function.

**Management:** The following positions are deemed management positions:  
- \_\_\_\_\_ Board ; and  
- Director of \_\_\_\_\_.

**Overtime:** Work performed by an employee in excess of seven and one half (7.5) hours per day, thirty-seven and one half (37.5) hours per week or work performed on a day of rest.

**Position:** An aggregation of duties, tasks and responsibilities requiring the services of one (1) employee.

**Promotion:** The appointment of an employee to a position which has a higher maximum rate of pay, reflecting increased responsibilities when compared to their immediate position.

In order to determine semi-monthly, bi-weekly, weekly, daily or hourly Rate of Pay for employees who occupy positions, the following shall be used:

- a. **Bi-weekly Rate** of pay means an employee's Annual Rate of Pay divided by twenty-six (26).
- b. **Weekly Rate** of pay means an employee's Annual Rate of Pay divided by fifty-two (52).
- c. **Daily Rate** of pay means an employee's Weekly Rate of Pay divided by five (5).
- d. **Hourly Rate** of pay means an employee's Daily Rate of Pay divided by seven and one half (7.5).
- e. **Semi Monthly** of pay means an employee's Annual Rate of Pay divided by twenty-four (24).

Whenever the term "their" is specified in this Manual, it shall be interpreted as including both male and female.

## **PERSONNEL POLICIES and PROCEDURES**

### Code of Conduct

#### RULES OF CONDUCT

Most employees never violate any organization rules or give \_\_\_\_\_ any reason to impose discipline. Unfortunately, however, there is the probability that there will be some employees in the organization who require discipline up to and including discharge from actions that are detrimental to the organization, its customers, its members or fellow employees.

It would be impossible to list every single action which might cause harm to the organization, its customers, its members or fellow employees. Following is a list of some, but not all, of the acts, which will result in disciplinary action up to, and including discharge:

1. Any act of dishonesty. This includes the theft of any organization, customer, member, or employee property.
2. Committing or attempting to commit deliberate damage to either property or its facilities or the unauthorized use of the organization's facilities, tools or equipment.
3. Disorderly conduct such as striking another employee, customer or member, use of abusive language, and cursing.
4. Possessing, using, buying, or selling alcohol or illegal drugs, or being under the influence of alcohol or illegal drugs while at work.
5. Repeated absence or tardiness.
6. Removing, sending or furnishing to unauthorized persons organization records or information.
7. Breaches in any security procedure and or refusal to cooperate in a organization investigation.
8. Abandonment of job or failure to report to work without notifying one's immediate supervisor.
9. Violating the organization's anti-discrimination policy.
10. Sexually harassing another employee.
11. Direct violation of company policies and procedures.
12. Obtaining employment with \_\_\_\_\_ on the basis of false or misleading information or falsifying of resume.
13. Allowing unauthorized person(s) access to \_\_\_\_\_ facilities.
14. Possessing firearms of any type while on company property or while on company business.
15. Insubordination – the refusal to perform all job requirements or services as outlined by \_\_\_\_\_.
16. Sleeping or dozing on the job.
17. Falsification of any company records, reports, or documents.

18. Knowingly violating any company or government act regarding workplace safety.

## Confidentiality

As an employee of \_\_\_\_\_ it is understood that all member, non-member and staff information is confidential and should not be discussed with any person or persons outside the organization. Copying, removing allowing unauthorized access to organization or member or non-member documents, files or mailing lists and any form of distribution of member or non-member information is not allowed. Should an employee breach this confidentiality agreement, employment with \_\_\_\_\_ will be immediately terminated.

1. Confidentiality is important to the quality of relationships with associates, funding agencies, co-workers, and the communities. Ensuring confidentiality of privileged information is an important component of responsible and professional service delivery.
2. The confidentiality policy applies to all staff members and volunteers who may have access to confidential information as a result of their involvement in the organization. The obligation to maintain confidentiality is permanent even after employment or association is terminated with \_\_\_\_\_.
3. All staff must observe the confidential nature of the affairs of \_\_\_\_\_ including the confidentiality of certain correspondence.
4. This confidentiality must be observed except when it is absolutely necessary for staff members to divulge information in the course of their duties. In such instances, prior approval from the \_\_\_\_\_ should be obtained. When an employee is in doubt as to whether certain information is confidential, no disclosures should be made without first seeking direction from the \_\_\_\_\_.
5. Confidential information includes:
  - a) **Personal Confidentiality** - At no time will personal information be shared with the public that may cause the employee, associate or, member or non-member, embarrassment or perceived harm. Any information of a medical, private or secret nature will be held as privileged information.
  - b) **Business Confidentiality** - \_\_\_\_\_ has many ideas and arrangements in place (see Code of Conduct). Should employees

come into contact with materials or issues which are not for public consumption or distribution they are required to maintain confidentiality. Specifically, employees may not speak to the press without prior approval from the \_\_\_\_\_ . Further:

(i) business arrangements will not be shared unless permission is granted by the \_\_\_\_\_ and then only if the sharing of information is in the best interests of \_\_\_\_\_.

(ii) information that is not for public consumption includes business plans, contracts, contribution agreements, funding arrangements, and the administration of \_\_\_\_\_ that, if shared, could negatively harm or affect the business or reputation of \_\_\_\_\_. In particular, confidential information pertaining to finances or plans of \_\_\_\_\_ is considered \_\_\_\_\_'s property.

c) **Personnel Confidentiality** - Any information contained in a personnel file is confidential. Any information regarding the status of staff as to salary, benefits, family status, employee discipline, employee assistance or any other private aspect of the employee-employer relationship will not be shared with the public. An exception will be for the purposes of providing personnel services to the employee.

6) Confidential information obtained by an employee as a result of their employment with \_\_\_\_\_ is not to be used by an employee for the purpose of furthering any private interest or as a means of making personal gain.

## Privacy Policy

Privacy of personal information is an important principle to the \_\_\_\_\_. We are committed to collecting, using and disclosing personal information responsibly and only to the extent necessary for the appropriate provision of the products and services we provide to our members in our role as a professional association. We also try to be open and transparent as to how we handle personal information. The following describes our privacy policies.

### WHAT IS PERSONAL INFORMATION?

Personal information is information about an identifiable individual, including that which relates to his/her personal characteristics (e.g. gender, age, income, home

address or phone number, ethnic background, family status), his/her health (e.g. health history, health conditions, health services received by them), or his/her activities or views (e.g. religion, politics, opinions expressed by an individual, an opinion or evaluation of an individual). Personal information is not to be confused with business information (e.g. an individual's business address and telephone number), which is not protected by PIPEDA, the Personal Information Protection and Electronic Documents Act, an act of the Federal government.

### *External Regulation*

Various government agencies (Canadian Customs and Revenue Agency, Information & Privacy Commissioner, Human Rights Commission, Saskatchewan government, funders, etc.) have the authority to review our files and interview our staff as part of their mandates. External regulators have their own strict privacy obligations.

### Positive Work Environment

\_\_\_\_\_ seeks to create a positive work environment that is free from offensive remarks, material or behaviour. Refer to the Sexual Harassment Policy.

\_\_\_\_\_, in exercising its responsibility as the employer, will endeavour at all times to provide a work environment that is supportive of both productivity and the personal goals, dignity and self-esteem of every person.

\_\_\_\_\_ will not and employees must not condone behaviour in the workplace that is unacceptable and likely to undermine work relationships or productivity. Offensive language is never appropriate in the work place. Employees should show their fellow employees the same type of consideration they would like to be shown.

The responsibility for creating and maintaining a positive work environment rests with all employees sharing the workplace. All employees, are expected to do their part in keeping our facilities clean, neat and organized as possible. Smoking is not permitted in the \_\_\_\_\_ premises as per the laws outlined by the Province of Saskatchewan.

All employees have an ongoing responsibility to respond immediately to stop any activity in the work place which undermines this policy. Employees have an equal responsibility not to be frivolous or vindictive in making accusations.

## Equal Treatment

\_\_\_\_\_ is an equal opportunity employer and as such abides by existing human rights legislation. \_\_\_\_\_ endeavours to ensure that all workplace practices are free from deliberate or unintentional discrimination.

Discrimination is defined as any actions, behaviour or attitude which could or does negatively impact upon the employment of an employee. There shall be no discrimination on the grounds as set out in human rights legislation, including: Race; place of origin; national or ethnic origin; color; religion; age; sex; sexual orientation; marital status; family status; disability; or conviction for which a pardon has been granted.

\_\_\_\_\_ will treat all employees fairly and equitably and will maintain a workplace that is free from discrimination, including harassment.

In particular, the \_\_\_\_\_ shall treat all employees fairly and equitably in all aspect of employment including but not limited to recruitment, selection, placement, promotion, compensation, benefits, termination and the work environment.

## Professional Development

\_\_\_\_\_ encourages the professional development of all employees in skills and knowledge related to their position or to the growth of \_\_\_\_\_. At the discretion of the \_\_\_\_\_, an employee may be reimbursed for registration fees and may be provided time off during core business hours to complete professional development or training.

**[Refer to section on Education Leave and Assistance]**

## Conflict of Interest

All employees, directors of the board of \_\_\_\_\_ must arrange their affairs, in public and in private, to prevent any real, perceived or potential conflict of interest.

A conflict of interest exists where you, a partner, a business associate, or a close family member:

- are a party to a material contract or a proposed material contract with \_\_\_\_\_
- are a director or officer of an organization or have a material interest in any company or person who is a party to a material contract or proposed material contract with \_\_\_\_\_
- are directly involved in an issue under discussion, or associated with and issue under discussion in a substantive way and stand to benefit or personally gain from the decision made, or
- assist a third party in its dealings with \_\_\_\_\_, where such assistance could result in favourable or preferential treatment being accorded to that third party by \_\_\_\_\_.

1. If you become aware that such a conflict exists, staff must report it to the \_\_\_\_\_ as soon as possible. In the case of the \_\_\_\_\_ they shall report to the Directors of the \_\_\_\_\_ Board.
2. In all cases, the underlying principle is that conflicts of interest will be resolved in favour of \_\_\_\_\_.
3. The resolution of the conflict of interest may require that you withdraw from a discussion or a meeting, that you refrain from voting on an issue, or that you remove or terminate the conflict or potential conflict by whatever means is necessary, including relinquishment of your office or position with \_\_\_\_\_.
4. Provided that the conflict of interest is disclosed as soon as possible, no material contract entered into or action taken by \_\_\_\_\_ with knowledge of the conflict of interest is void or voidable.
5. If a conflict of interest is discovered after a decision is made that might have been affected by knowledge of that conflict, the decision is not void or voidable, provided that the decision was made fairly and on reasonable grounds.

6. Where a conflict of interest is disclosed in a timely manner and in accordance with this policy, a material contract may be entered into, a decision made, or an action taken by \_\_\_\_\_ that allows the conflict of interest (or potential conflict of interest) to continue. For example, \_\_\_\_\_ may hire or contract to family members provided such conflict of interest has been disclosed by the affected employee.
7. If you knowingly fail to disclose a conflict of interest, \_\_\_\_\_ reserves all rights it may have at law to have any contract entered into or any action taken set aside, revoked, or rescinded. In addition, you may be requested to resign.
8. Acceptance of gifts - you may not solicit or accept gifts in the exchange for future considerations. You may not accept gifts other than incidental gifts, customary hospitality, or other benefits of nominal value, without the approval of the \_\_\_\_\_ and \_\_\_\_\_ Board of Directors.
9. Confidentiality - you may not take advantage of or use to your benefit any information not generally available to the public that you obtain in the course of your official duties for \_\_\_\_\_, or disclose such information to a partner, business associate or a close family member. Similarly, you may not disclose confidential information obtained through the course of your duties and responsibilities for \_\_\_\_\_ without proper authorization.

### **Outside Employment**

\_\_\_\_\_ understands that under certain circumstances, a full-time employee may need to hold a second job.

\_\_\_\_\_ insists that employees disclose outside employment, and that an employee's primary responsibility must be to the organization. It may be possible to schedule outside work around the organization job; however, any scheduling conflict or conflicts of interest will be decided on its individual merits. \_\_\_\_\_ and \_\_\_\_\_ Board of Directors reserves the right of final approval or disapproval on outside employment, including self-employment.

## Media Contact

Information is not to be given to the media by a staff member. In the event contact is made by the media, the staff member should request the name, phone number and the organization represented. The staff member should give that information to the \_\_\_\_\_. The \_\_\_\_\_ will advise the \_\_\_\_\_ Board to make further contact if so decided.

## **Dress Code**

Staff attire and decorum both in the office and while attending meetings or traveling are integral parts of our professional image. Everyone who works in the office is expected to dress in a professional manner that corresponds with the type of work they perform and to be suitably dressed for meetings. There will still be many occasions when traditional business attire will be the right approach for our people based on who they meet with or personal preference.

This policy applies to all staff of \_\_\_\_\_, whether they are permanent, temporary, or contracted.

### **Business Casual Friday**

Every Friday is designated as casual day whereby employees can dress in casual business attire.

In all situations, we should respect our colleagues' choices, whether they choose business casual or more traditional business attire.

Our objective is to create a flexible and contemporary working environment while maintaining our professional image.

## Sexual Harassment

### Statement of Policy

This sexual harassment policy encourages the reporting of all incidents of sexual harassment experienced by any individual as a result of his or her work with \_\_\_\_\_. In return, \_\_\_\_\_ is committed to promoting equality in the workplace by taking all reasonable measures to prevent such incidents and to deal promptly and fairly with any reports of sexual harassment in a confidential and discreet manner. Where allegations of sexual harassment are substantiated, the offender will be sanctioned in strict accordance with this policy, regardless of his or her status at \_\_\_\_\_.

This policy does not preclude the reporting of sexual harassment complaints to, the Saskatchewan Human Rights Commission [shrc@shrc.gov.sk.ca](mailto:shrc@shrc.gov.sk.ca), or if the matter is perceived to be of a criminal nature, to the police.

## II. DEFINING SEXUAL HARASSMENT

### A. Who does this Policy Cover?

This policy prohibits any work-related act of sexual harassment by any member or employee of \_\_\_\_\_, including any staff member, summer student, Board of Director or contractor.

Any person, including someone who is not a member or employee of \_\_\_\_\_, who has been sexually harassed by a member or employee of \_\_\_\_\_ in the course of his or her employment with \_\_\_\_\_, may initiate a complaint under this policy.

### B. Where does the Policy Apply?

The prohibition against sexual harassment includes conduct at the office and elsewhere. Sexual harassment through indirect methods of communication such as telephone calls or in writing is also covered by this policy.

### C. What is Sexual Harassment?

Sexual harassment is defined as any unwanted sexual advance, requests for sexual favours, or other verbal or physical conduct of a sexual nature or which is demeaning to a person because of his or her gender. These actions are considered harassment when submission to or acceptance of that conduct is made explicitly or implicitly a condition of a person's employment, the basis for employment decisions affecting that person, or when the conduct creates an intimidating, hostile or offensive work environment.

Examples of sexually harassing behaviour include, but are not limited to:

- demands for sexual favours in exchange for employment advantages, promises or employment advantages, or the threat of withdrawal of those advantages.
- displays of sexually suggestive posters, graffiti or objects.
- unwanted comments about a person's body, sexuality, sexual orientation or sexual conducts.
- unwanted flirtation, sexual propositions or advances.
- unwanted touching, pinching, or fondling.
- sexually suggestive or obscene gestures.
- persistent unwanted attention or requests of a sexual nature after a consensual relationship has ended.
- sexist jokes or anecdotes or comments that are insulting, demeaning, or derogatory toward a person because of gender which are either obviously offensive or continue after the speaker is informed that those comments have caused offence.

#### **D. Consensual Relationships**

Fraternization or consensual social relationships are not examples of sexual harassment.

### **III. RESPONSIBILITIES**

#### **A. Responsibilities of \_\_\_\_\_**

\_\_\_\_\_ will publicize this policy to all of \_\_\_\_\_ members and employees and advise them of the relief available through \_\_\_\_\_'s internal policy.

\_\_\_\_\_ will select an advisor or will utilize the services of the \_\_\_\_\_ or the Board of Directors, who will receive complaints, inform complainants of the various form for complaints, communicate with alleged offenders, provide information about counselling and support services, record the complaint, mediate a mutually agreeable solution, if possible, and report the outcome as well as serving as a liaison to management and other advisors.

\_\_\_\_\_ will provide a complaints procedure that will be confidential and discreet to the greatest extent possible, and will maintain a record of all reports of sexual harassment, the procedure taken to deal with each incident, and the sanction imposed. This record will be kept in a locked filing cabinet and only current advisors will have access to those files.

\_\_\_\_\_ will impose an appropriate sanction for every substantiated charge of sexual harassment regardless of the status of the offender at \_\_\_\_\_. Recognizing the inherent problems in sanctioning a Board of Director, \_\_\_\_\_ will meet and develop appropriate sanctions for harassment by Board of Directors and will then apply those sanctions consistently.

Retaliation against victims of harassment advisors or investigators will not be permitted under any circumstances. Complainants will be promptly notified of the resolution of the complaint.

## **B. Responsibilities of Employees**

\_\_\_\_\_ encourages all employees to report any sexual harassment of which they are aware to the advisor of their choice. \_\_\_\_\_ reiterates its commitment to deal with such information confidentially to the greatest extent possible.

Every member of \_\_\_\_\_ is responsible for keeping his or her own behaviour free from sexual harassment. When possible, a member who experiences sexual harassment has a responsibility to bring behaviour of a sexual harassing nature to the attention of the offender.

On occasion, sexual harassment can be dealt with directly and informally by confronting the harasser with a clear message that the attention or action is unwanted. However, \_\_\_\_\_ recognizes that there may be power imbalances and other factors that make a confrontation awkward or impossible. Although informal resolution is encouraged where possible, confrontation is not a pre-requisite to making a sexual harassment complaint under this policy.

## **IV. PROCEDURE**

### **A. Complaints**

#### **1. Reporting of Complaints**

Complainants are urged to report any sexual harassment promptly after it occurs. However, because \_\_\_\_\_ recognizes the emotional impact of sexual harassment on a victim of such behaviour, delays in reporting will not automatically preclude \_\_\_\_\_ from taking action in a given situation.

#### **2. Role of Advisor**

Complaints may be made to any of the designated advisors. Such a report, when made orally, should be reduced to writing in a complaint form signed by the complainant.

After discussions with the complainant, the advisor will give an opinion on whether the facts as recited constitute sexual harassment. Whatever the opinion, the complainant may still pursue a formal complaint. Where the facts do suggest sexual harassment, but the complainant does not wish to pursue the matter, the advisor may do so without the co-operation of the complainant, however the advisor may take into account the wishes of the complainant when deciding whether to proceed. If the complainant wishes to resolve the problem informally, then the advisor may meet with alleged harasser to facilitate a mutually agreeable solution. If the parties reach a settlement, the settlement must be approved by \_\_\_\_\_.

Where no resolution is achieved informally, the complaint will be investigated.

## **B. Investigation**

### **1. Steps in Investigation Process**

Once a formal complaint is made, the investigation will be conducted in a confidential and discreet manner as far as is possible without hampering the investigation. Complaints will be investigated by the investigator as appointed. A complainant will be kept informed at all stages of the investigation and resolution. At all times throughout the investigation, the alleged offender and/or complainant may have legal counsel as their representative.

Necessary steps in conducting an investigation include:

- providing the alleged offender with a copy of the written complaint.
- providing disclosure of the nature of the complaint to the alleged offender and inviting the alleged offender to provide a response.
- interviewing all witnesses and obtaining such evidence that is relevant to the complaint.
- reviewing the investigation findings with the complainant and the alleged offender and receiving any further information.
- finding out what outcome the complainant would like to see occur.

2. Upon completion of the investigation, the investigator should immediately communicate his/her findings to \_\_\_\_\_.

## **C. Resolution**

Both the complainant and the alleged harasser will be informed of the findings and intended sanctions as soon as the investigation is concluded.

Upon receiving the findings of the investigation, \_\_\_\_\_ and the investigator should communicate the findings and intended actions to the complainant and the alleged harasser.

If the investigator and \_\_\_\_\_ determine no sexual harassment as occurred, this finding will be communicated to the complainant.

If the investigator and \_\_\_\_\_ find harassment has occurred, the harasser will be subject to discipline.

### 1. Sanctions

Where a charge of sexual harassment is substantiated, \_\_\_\_\_ will act fairly in imposing an appropriate sanction as recommended by the investigator. The sanctions available range from a written apology, referral or counselling, a reprimand, and written report to that person's file, reassignment, suspension, to discharge from \_\_\_\_\_ or removal from partnerships. Seniority or status at \_\_\_\_\_ will not affect the decision as to the appropriate sanction in the circumstances.

### 2. False Accusations

If the investigation reveals evidence that the complainant falsely accused another of sexual harassment, the complainant will be appropriately disciplined and the documentation will be retained on the complainant's personnel file.

## **D. Retaliation**

Any act of retaliation against a person using this policy in good faith to report an incident of sexual harassment, or a person who is assisting in an investigation of an incident of sexual harassment under this policy is inappropriate and appropriate disciplinary action will be taken against persons found to have committed such an act.

## **E. Maintaining a Written Record**

\_\_\_\_\_ shall maintain a written record of each complaint and how it was investigated and resolved. Records will be maintained in a confidential manner.

## **F. Conclusion**

\_\_\_\_\_ has developed the policy to ensure its employees and partners can work in an environment free from sexual harassment.



## Health and Safety

1. \_\_\_\_\_ shall provide and maintain a safe and healthy work environment for all employees in compliance with legislative requirements and industry standards.
2. Computer work stations shall be ergonomical.
3. It is the responsibility of all employees to observe and promote safe work practices and a healthy workplace.
4. If an employee is involved in any type of occupational injury or illness, they must report the situation immediately to their supervisor.
5. An incident investigation form should be completed by an employee involved in any type of occupational injury or illness to assist \_\_\_\_\_ in determining causes of injury/illness which will enable \_\_\_\_\_ to improve working practices and prevent a recurrence whenever possible.
6. A workplace Health and Safety Officer shall be appointed to ensure compliance with Occupational Health and Safety legislation.
7. The purpose of the Health and Safety Officer is to examine safety concerns of employees in the workplace and to identify possible solutions.
8. The Health and Safety Officer shall make recommendations to the \_\_\_\_\_ for the improvement of the health and safety of employees.

## Computer Use

### Policy Statement

\_\_\_\_\_ provides computers for \_\_\_\_\_ employees and other authorized individuals to support the achievement of its business goals.

### Definitions

**Access** means gaining entry to a computer that \_\_\_\_\_ has provided for its employees authorized users. Access to such networks may be from inside or outside \_\_\_\_\_ property.

**Authorized users** who are not employees are persons such as contractors or volunteers who have been authorized and entered into security and confidentiality agreement to access \_\_\_\_\_'s computers.

\_\_\_\_\_’s **electronic network**, which includes computer systems that can communicate with each other, embraces use of Internet.

**Monitoring of computer system** means any action that involves the recording and subsequent analysis of activity on, or use of, a system. Examples include:

- a) recording
- b) user accounts
- c) user activities
- d) Web sites visited, and
- e) information downloaded; and
- f) performing routine analysis of traffic flow on networks, use patterns and sites that certain work groups or individuals have visited.

**Unacceptable activities** are those that violate \_\_\_\_\_ guidelines and policies. Examples include, but are not limited to:

1. sending offensive, abusive, derogatory, sexist, racial or discriminatory messages,
2. accessing, downloading or sending documents with pornography, nudity or sexual acts or the incite hatred against identifiable groups contained in personal messages.
3. sending confidential information on an unsecured network, unless it is sent in an approved encrypted form,
4. unauthorized removal or installation of hardware or software of \_\_\_\_\_ owned computer devices

5. using \_\_\_\_\_'s computer system for private business, personal gain or profit, including advertising items for sale via the email system,
6. using \_\_\_\_\_ property for political activity,
7. promoting fundraising activities not endorsed by \_\_\_\_\_

*For further examples of unacceptable activities, see Attachment A*

**Unlawful activities** include criminal actions that violate the Criminal Code of Canada and those federal or provincial statutes that provided for criminal offences related to activities such as the downloading of child pornography. It also includes those activities that violate non-criminal, regulatory statutes such as copyright infringement, defamation and obscenity.

*For further examples of unlawful activities, see Attachment B*

### **Applicability**

This policy applies to all employees and authorized users of \_\_\_\_\_'s computers.

### **Policy Description**

\_\_\_\_\_ employees and authorized users may use \_\_\_\_\_'s computer only for approved purposes:

1. to fulfill job responsibilities
2. to further \_\_\_\_\_'s mandate
3. to establish and maintain work-related professional contracts.
4. for other uses, as approved by managers, the conform to this policy and related procedures or the Code of Conduct for Board Members, staff and other involved in the work of \_\_\_\_\_.

To protect \_\_\_\_\_ resources and ensure compliance with these procedures and related policy, \_\_\_\_\_ strikes a balance between protecting the privacy rights of the user and facilitating the necessary and appropriate auditing and review for unacceptable and unlawful use.

## **Application**

These procedures and related policy apply to all employees and authorized users of \_\_\_\_\_'s computers.

## **Responsibilities**

### **Management:**

1. will decide to what extent \_\_\_\_\_'s electronic network is required for a particular job.
2. request the appropriate level of access to \_\_\_\_\_'s electronic network for their employees or authorized users.
3. ensure employees and authorized users under their supervision are aware and comply with these procedures and related policy.
4. ensure that all employees and authorized users under their supervision have the information on unacceptable and unlawful uses of \_\_\_\_\_'s electronic network (see attachments A and B).
5. ensure that all suspected violations are investigated and appropriate corrective action is taken.

### **Employees and authorized users:**

1. take every reasonable measure to protect their password (s), user identification and computer accounts.
2. write communications in a manner that reflects well on \_\_\_\_\_.
3. ensure their communications about policies, programs and services are accurate, clear and comply with \_\_\_\_\_ policies.

## **Actions**

### **Investigating suspected misuse of \_\_\_\_\_'s electronic network**

1. The Director of \_\_\_\_\_ will investigate the suspected misuse
2. If an employee is found to have misused \_\_\_\_\_'s electronic network, the \_\_\_\_\_ may take disciplinary action.  
**Note:** Measures of discipline are outlined in the Code of Conduct.
3. If a contractor is found to have misused \_\_\_\_\_'s electronic network, the \_\_\_\_\_ may terminate the contract of the authorized user.
4. If unlawful activity or any misuse of the Internet is suspected, the Director of \_\_\_\_\_ will report the suspected activity to the \_\_\_\_\_. The \_\_\_\_\_ may take disciplinary actions, separate and apart from a criminal investigation or civil lawsuit.

## **Protecting Information**

If the employee or user has questions about the security of information being posted, the employee or user may contact his/her appropriate Supervisor.

### **Investigating suspected misuse of \_\_\_\_\_'s Office Equipment**

#### Sanction of Misuse

Unauthorized or improper use of office equipment could result in loss of use or limitations on use of equipment, disciplinary or adverse actions criminal penalties and/or employees being held financially liable for the cost of improper use. The Director of \_\_\_\_\_ will investigate the suspected misuse.

## Attachment "A"

### Examples of unacceptable activity on \_\_\_\_\_'s electronic network.

The Code of Conduct for Board Members, staff and others involved in the work of \_\_\_\_\_ and a number of \_\_\_\_\_ policies and procedures apply whether the unacceptable activity occurs on paper, by telephone, through \_\_\_\_\_'s electronic network, in oral conversation or through any other medium. Unacceptable activity includes but is not limited to the following:

1. Causing congestion and disruption of the network and systems through such means, among others, as:
  - a) sending chain letters;
  - b) receiving and sending electronic mail unrelated to work purposes;
  - c) using chat rooms;
  - d) listening to audio programs via the Internet; and
  - e) viewing video programs via the Internet.
2. Sending offensive, abusive, derogatory, sexist, racial or discriminatory messages.
3. Accessing, downloading or sending documents with pornography, nudity or sexual acts or to incite hatred against identifiable groups contained in personal messages.
4. Sending confidential information on an unsecured network unless it is sent in an approved encrypted form.
5. Unauthorized removal or installation of hardware or software on \_\_\_\_\_ owned microcomputer devices or \_\_\_\_\_'s electronic network.
6. Using \_\_\_\_\_'s electronic network for private business, personal gain or profit, including advertising items for sale via the email system.
7. Using \_\_\_\_\_'s electronic network for political activity.
8. Promoting fundraising activities not endorsed by \_\_\_\_\_.
9. Accessing, without proper authorization, information held in \_\_\_\_\_'s electronic network. It is unacceptable to download database information without such authorization.

10. Attempting to defeat information technology security features through such means as:

- a) using anti-security programs;
- b) using someone else's password, user identification or computer account;
- c) disclosing one's password, network configuration information or access codes to others; or
- d) disabling anti-virus programs.

## **Attachment “B”**

### **Examples of unlawful activity on \_\_\_\_\_’s electronic network**

For the purpose of this policy, “unlawful activity” is interpreted broadly to include actions that could result in sanctions in a court of law. Unlawful activity includes but is not limited to:

- 1) **Copyright and intellectual property**
  - a) Infringing on or violating another person’s copyright’
  - b) Using trademarks and patents without authorization; and
  - c) Disclosing business trade secrets
  
- 2) **Defamation**
  - a) Causing a statement to be read by others that is likely to injure or harm the reputation of any person by exposing them to hatred, contempt or ridicule, or that is designed to insult the person; and
  - b) Spreading false allegations or rumours that would harm a person’s reputation.
  
- 3) **Destroying or altering data without authorization**
  - a) Unlawfully destroying, altering or falsifying electronic records; and
  - b) Destroying, altering or encrypting data without authorization with the intent of making it inaccessible to others with a lawful need to access it.
  
- 4) **Disclosing or collecting sensitive data**
  - a) Revealing or obtaining sensitive information without authorization;
  - b) Gaining unauthorized access to a computer system;
  - c) Disclosing personal information; and
  - d) Disclosing protected or sensitive government information.
  
- 5) **Hacking and other crimes related to computer security**
  - a) Gaining unauthorized access to a computer system;
  - b) Trying to defeat the security features of \_\_\_\_\_’s electronic network;
  - c) Intentionally spreading computer viruses with intent to cause harm; and
  - d) Interfering with other’s lawful use of data and computers.
  
- 6) **Harassment**
  - a) Sending messages that cause people to fear for their safety or the safety of anyone known to them and sending threats to cause serious bodily harm, damage personal property or injure a person’s animal; and
  - b) Discriminating against an individual on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual

orientation, age, marital status, family status, handicap or record of offence as listed in the Canadian Human Rights Code. Thus, in some circumstances, displaying unwelcome sexist, pornographic, racist or homophobic images or text on a screen at work can be unlawful harassment.

- 7) **Hate Propaganda**  
Discriminating messages that promote hatred or incite violence against identifiable groups.
- 8) **Inaccurate Information**
  - a) Posting inaccurate information, whether negligently or intentionally
- 9) **Interception of private communications or electronic mail (in transit)**
  - a) Unlawfully intercepting someone's private communications or unlawfully intercepting someone's electronic mail; and
  - b) Interfering with other's lawful use of data and computers.
- 10) **Obscenity**  
Distributing, publishing or possessing for the purpose of distributing, or publicly displaying any obscene material.
- 11) **Pornography**  
Possessing, downloading or distributing and kind of pornography including child pornography.
- 12) **Use of public money without proper authorization**  
Making a requisition without authority, taking bribes or participating in corrupt practices.
- 13) **Various other offences**
  - a) fraud;
  - b) extortion;
  - c) blackmail;
  - d) bribery;
  - e) illegal gambling; and
  - f) illegal drug dealing.

## Recruitment

\_\_\_\_\_ prefers to hire qualified Aboriginal individuals that have sound knowledge of Aboriginal culture and traditions, as this is consistent with the nature of \_\_\_\_\_ activities and vision to enhance Aboriginal financial management capacity. When qualified Aboriginal individuals without desired Aboriginal knowledge are not available, \_\_\_\_\_ will then consider other qualified individuals.

Recruitment and selection practices are to subscribe to appropriate laws and better practices used by associations. Individuals involved in recruitment activity must familiarize themselves accordingly.

For other than the position of \_\_\_\_\_ responsibility for recruitment and selection of all staff for \_\_\_\_\_ is delegated to the \_\_\_\_\_. For the position of \_\_\_\_\_, the Board shall appoint a committee to take on the responsibility for the identification and selection of a suitable candidate for the position. The Chair shall chair the Committee.

## Policy Application

1. The creation of new full-time management positions within the \_\_\_\_\_ shall be subject to prior approval by the Board of Directors.
2. The \_\_\_\_\_ reserves the right to appoint any candidate to a position within the \_\_\_\_\_.
3. In the event that a position is to be open to competition, the normal process of appointment through competition includes: posting; applications; screening; and interviews, unless otherwise directed by the \_\_\_\_\_.
  - a. Regarding the possibility of a transfer of position, an employee may request a transfer from one position where a vacancy exists and where the employee is qualified and able to perform the position requirements and is the most suitable candidate for the position.
  - b. If no candidate exists internally within the \_\_\_\_\_, job advertisements will be initiated externally of the \_\_\_\_\_. These advertisements will consist of a brief description of the duties and qualifications, along with the closing date and when feasible, the salary range.

The contact person in all cases will be the Director of \_\_\_\_\_.

- i. Applications will be screened by the Director of \_\_\_\_\_.
- ii. An interviewing Committee will be struck, consisting of the appropriate members for the interview committee. A prepared set of questions shall be used to ensure that all candidates will be treated equally. All questions asked will be related to the duties of the position.
- iii. At least three Reference checks will be conducted for each candidate who is being considered for an interview. At a minimum, the reference check should confirm training, work performance and whether the person would be considered for hire.
- iv. Letters will be forwarded to all persons who have applied for a position with the \_\_\_\_\_ confirming the receipt of his/her application.

4. Job descriptions will be provided to all employees selected.

## Personnel Files

The purpose of this policy is to maintain current employee data for business-related purposes or where required by law.

1. Personnel files will be maintained by the Director of \_\_\_\_\_ for all employees during their employment with the \_\_\_\_\_. All documents placed in an employee's file will be copied to the employee.
2. All information contained in an employee's personnel file is confidential. The right to privacy of every individual is to be recognized and protected to the greatest extent possible.
3. When an external request for the release of information contained in an employee's personnel file is received by the Director of \_\_\_\_\_, the employee must execute their express written consent prior to the release of personally identifiable information.
4. The personnel file for each employee shall contain, but is not to be limited to, the following:
  - a. name, address and social insurance number;
  - b. a written offer and/or acceptance of employment;
  - c. income tax information and group benefit application;
  - d. all disciplinary actions;
  - e. attendance sheets shall be maintained by the Director of \_\_\_\_\_. They shall be signed by the employee and approved by the appropriate supervisor. Copies shall be maintained on the employee's personnel file. Employees will be notified in writing at the beginning of each fiscal year of all leave status. Each employee should sign to verify corrections and state if there is a carry over of annual or lieu time;
  - f. each employee is responsible for filing in all Applications for Leave, and Timesheet/Over-time forms. Copies shall be maintained on their personnel file.
5. The personnel file of an employee shall be made available to the employee upon request for examination during office hours and in the presence of the Director of \_\_\_\_\_.
6. Personnel files shall be maintained for seven (7) years subsequent to the departure of employees from the \_\_\_\_\_.

## Probation

The purpose of the probationary period is to permit the employee to demonstrate their suitability for their position and permits the \_\_\_\_\_ to determine the employee's suitability.

1. Full-time employees are required to successfully complete a three (3) month probationary period unless otherwise stated in an employment agreement.
2. Part-time, casual and temporary employees will complete a one (1) month probationary period.
3. At any time during the probationary period, either the \_\_\_\_\_ or the employee may terminate employment without notice.
4. If the employee's performance appraisal at the end of the probationary period is not satisfactory, the employee may be immediately dismissed or their probationary period may be extended upon the discretion of the appropriate supervisor.

## Payroll

All employees are paid on a bi-weekly basis, on every second Thursday, and receive twenty-six (26) pay cheques a year. \_\_\_\_\_ shall pay wages and salaries in accordance with any employment agreement. If payday falls on a holiday, you will be paid on the preceding workday.

Employees will be paid only for hours worked. Pay will be deducted for absences unless eligible for pay as outlined in preceding sections of this Manual (bereavement, sick days, jury duty, statutory holidays, vacation, etc). All employee's will be advised in writing of their starting rate at time of hire.

### **Payroll Deductions**

Statutory deductions for federal and provincial taxes, Canada Pension Plan and Employment Insurance, all required by law, are deducted from your earnings.

These deductions may change from time to time, as they are impacted by changes in the amount you earn and by legislation.

### **Mis-Directed Funds or Lost Pay Cheques**

In the event an employee is paid by direct deposit and those funds are mis-directed, please notify the Director of \_\_\_\_\_. He/she will make every effort to attempt to correct the situation immediately by either correcting the transaction or issuing the employee a pay cheque.

In the event that an employee is paid by cheque, and that cheque is lost or stolen, please notify the Director of \_\_\_\_\_. The Director of \_\_\_\_\_ will attempt to put a stop payment on your cheque and will issue another cheque.

\_\_\_\_\_ is unable to take responsibility for lost or stolen pay cheques, and if we are unable to stop payment on your cheque, you alone will be responsible for the tracking and retrieving lost or stolen funds.

**Pay Advances**

Pay advances will be granted to employees in exceptional circumstances only and shall be pre-approved by the \_\_\_\_\_.

**Wage Garnishment (as outlined in Financial policies)**

Wage garnishment will be explained to the employee before any funds are deducted from his/her pay.

## Salary and Wage Review

The purpose of this policy is to ensure the fair and equitable salary treatment of the \_\_\_\_\_ employees and will provide guidelines for ongoing salary administration.

1. All employee's shall have their salary and wages reviewed periodically by the Board.
2. All full-time employees will have a salary review conducted on an annual basis, or earlier, if required. Such reviews will be carried out on the anniversary date of the employee's start date.
3. Full-time employees may request such a salary or wage review after they have been employed for a minimum of six (6) months and then on an annual basis.
4. Adjustments to a salary or wage are authorized by the Board for all employees.

## Job Performance Evaluation

Performance Evaluations of the \_\_\_\_\_ are to be a constructive experience. It is viewed as a means of measuring efficiency and effectiveness of its operations and to provide employees with meaningful information about their work. It allows a supervisor and an employee to evolve a method of appraisal and feedback that reflects their personal relationship, the demands of the job, and current events, for the purpose of improving the employee's immediate value and potential with \_\_\_\_\_.

The process aides the \_\_\_\_\_ in making personnel decisions related to areas such as compensation, promotion, work assignments and retention.

The job performance evaluation shall encompass not only the assurance that job descriptions for all positions are current, it has the ability to address the following skill factors of employment: mental, visual, and physical effort to perform the job, as well as skills related to education, work experience, professional designations, professional development needs, etc. Factor weightings will also be used when evaluating management and non-management jobs.

Job performance evaluations requires the answers to four basis questions:

1. **What has to be done?** These are the basic responsibilities and are usually outlined in the job description.
  2. **What conditions will exist when the job is done well?** These are the performance standards.
  3. **How will it be known when performance standards are achieved?** This is the measurement systems.
  4. **How can performance be improved?** This is the performance review.
- 
1. Unless otherwise specified upon employment, all new employees are on probation for the first three (3) months of employment. The employee's job Performance will be evaluated at the end of three (3) months by the immediate supervisor in the presence of the employee to determine continuous employment and/or identify areas for improvement and to develop action plans for same.
  2. Following probation, an employee's job Performance will be evaluated on their anniversary date by the immediate supervisor in the presence of the employee, using the Performance appraisal Evaluation form and using the employee's job description as a basis for evaluation.

3. All Performance appraisal Evaluations are confidential and may only be accessed by the employee, Director of \_\_\_\_\_ and the \_\_\_\_\_.
4. The Performance appraisal Evaluation is intended to focus attention upon the achievement of duties as set out in the employee's job description as well as to provide a resource to assist the immediate supervisor in assessing individual strengths and weaknesses.
5. When a formal review of an employee's Performance is made, the employee concerned shall be given the opportunity to discuss and then sign the review form to indicate that its contents have been read and understood. The employee shall also be given the opportunity to provide written comments to be attached to the employee's Performance appraisal Evaluation.
6. In the event that Performance problems come to light, an interim evaluation will be completed at that time, with recommendations as to improvement required and course of action concerning future employment. If an employee is put on probation, it must be followed up by an additional evaluation no later than three (3) months following.
7. The \_\_\_\_\_ and the \_\_\_\_\_ Board will conduct a Job Performance Evaluation for the Director of \_\_\_\_\_.

#### Transfer of Position, Promotions, Demotions

##### **Transfer of Position**

1. \_\_\_\_\_ may require an employee to make either temporary or long-term transfer in order to accommodate \_\_\_\_\_'s needs.
2. An employee may request a transfer from one position to another in the following circumstances:
  - (a) where a vacancy exists;
  - (b) where the employee is qualified and able to perform the position requirements and is the most suitable candidate for the position.

##### **Promotions**

1. In filling a vacant position, \_\_\_\_\_ will give first consideration to the promotion of current qualified employees.
2. The promotion of employees shall operate under the same standards governing recruitment of personnel.
3. In addition, promotion shall be based on evaluation of past performance, the employee's qualifications and ability to perform the duties of the position.

### **Demotions**

1. Demotion involves the removal of an employee from a position and the placement of such employee into a position lower in \_\_\_\_\_ organizational structure. The employee's remuneration shall immediately reflect any such demotion.
2. Demotion initiated by a supervisor may occur as a result of a performance appraisal.
3. Demotion may be initiated at request of an employee.

## Acting Appointments

\_\_\_\_\_ recognizes that from time to time, an acting appointment may be a necessary component in order to continue operations in an efficient and effective manner.

Acting Appointment is defined as “appointment of an employee for temporary period to perform the duties of a higher position”.

Using an acting appointment as a short-term solution, \_\_\_\_\_ may appoint an individual to replace someone on leave or while waiting for the completion of a competitive process to fill a vacancy. The acting appointment can be limited in responsibilities also.

A Short-term acting appointment are deemed to be an excellent opportunity for employees to demonstrate new skills and to gain experience to further their career.

Acting appointment may also occur for a longer term period (between four (4) months to a maximum of one (1) year).

All acting appointment approvals rests with the \_\_\_\_\_ and Board of \_\_\_\_\_ of \_\_\_\_\_ for all staff positions.

## **Board and Committee Appointments**

### **POLICY**

As an important means by which \_\_\_\_\_ will expand its sphere of influence through establishing linkages and networking, participation on Boards and working groups will be considered wherever possible.

### **Purpose**

It is understood that it is an important function of the \_\_\_\_\_ to participate in such activities, which are of strategic importance to accomplishing \_\_\_\_\_ objectives. As part of the understanding, reported are to be provided through the \_\_\_\_\_ to the \_\_\_\_\_ Board of \_\_\_\_\_

### **PROCEDURE**

The \_\_\_\_\_ will examine and determine participation criteria for participation of Board of \_\_\_\_\_ members and \_\_\_\_\_ staff on a Board or Committee. The criteria will set out which are of particular interest to a Board member or staff person, and a strategy will be developed for nomination of individuals as prospective candidates. As part of this process, Board members and Staff would also identify potential activities for which they would like to be nominated.

If participation is required on a time sensitive basis, the Chair of the \_\_\_\_\_ Board of Directors will approve the participation of a Board member or a staff person.

A Board member of the staff person who is appointed by \_\_\_\_\_ Board of Directors, shall keep in mind when participating in a Board, Committee or working group the following guidelines:

#### Remuneration

Each Board member will receive whatever remuneration (ie: honorarium and expenses) as offered by the organization of the Board or Committee. The Board member shall have the opportunity to decide whether or not he/she will claim directly to the organization for reimbursement.

If the organization's Board or Committee offers remuneration, a staff person shall receive the following remuneration stipulations:

- a) As long as there are no implications for the staff person in terms of loss of salary, the full day honorarium for meetings conducted during normal office hours will be paid directly to \_\_\_\_\_.
- b) For work conducted outside of normal office hours shall be paid directly to the staff person and he/she does not have to return the honorarium to \_\_\_\_\_;
- c) All expenses for meal per diems, hotel, airfare and other ground travel will be paid by the organization.

## Hours of Work

### **Full-Time Employees**

1. The normal hours of work for all full-time employees of \_\_\_\_\_, shall be from 8:30 AM to 4:30 pm each work day.
2. Each full-time employee shall be allowed a one (1) hour unpaid lunch period each work-day and two(2) fifteen (15) minute coffee break once in the morning and again in the afternoon. Generally, the lunch periods and morning coffee break will be taken during mid-day (12 noon to 1 PM) and mid-morning respectively; however, such break times may be varied to suit the work schedule of the employee or the workload of \_\_\_\_\_.

### **Part-time and Casual Employees**

1. The hours of work for all part-time and casual employees shall depend upon the operational requirements of \_\_\_\_\_.
2. Part-time and Casual employees that work seven and one half hours each day shall be allowed a one (1) hour unpaid lunch period and two (2) fifteen (15) minute coffee break for each four (4) hours worked. All other employees that work less than seven hours per day shall be allowed a one-half (1/2) hour unpaid lunch period each workday and one (1) fifteen (15) minute coffee break for each four (4) hours worked. Such breaks shall be taken in accordance with the operational requirements of \_\_\_\_\_ and the workload of the employee.

## Attendance Policy

1. \_\_\_\_\_ requires full attendance of all employees and encourages punctuality, responsibility and commitment to work.
2. \_\_\_\_\_ expects that every employee will be at their work station in time to start each work day unless prior arrangements have been made with the employee's immediate supervisor. Employees will either make up the time missed or will have the time not made up deducted from their pay.
3. When an employee knows that they will arrive to work later than their start time, he/she must contact their supervisor directly as soon as possible. If hours are missed, the employee will either make up the missed time or will have the time not made up deducted from their pay.
4. When it is necessary for an employee to be absent from work, the employee should notify their supervisor immediately either prior or after the commencement of the work day, depending on the circumstances. If hours are missed, the employee will either make up the time missed or will have the time not made up deducted from their pay.
5. If an employee is absent for five (5) or more consecutive working days without reporting, he/she will be considered to have resigned from their employment with \_\_\_\_\_.

## Overtime Policy

Generally, \_\_\_\_\_ discourages the use of overtime for employees. Staff should make every effort to complete work assignments during their normal working hours. However, it is recognized that it may be necessary for an employee to work in excess of their normal scheduled hours.

It is further recognized that the responsibilities of certain employees may require them to work longer than normal hours from time to time. Such longer than normal hours of work are a condition of their employment.

Compensation for overtime will only be granted with prior approval by the \_\_\_\_\_ and in conjunction with the individual's supervisor on an individual basis.

All non-management employees shall be entitled to time-off in-lieu of overtime pay if they work longer than the normal hours of work. In particular, where an employee is required to work more than forty-four (44) hours a week, those overtime hours shall be accumulated at a rate of one and one-half (1.5) times their hourly rate of pay

Management employees are eligible for time-off in-lieu of overtime only.

When an employee works overtime, he/she shall keep a record of all hours of overtime worked and/or when they take time-off in-lieu of overtime pay. Records must be verified by the \_\_\_\_\_ then submitted to the Director of \_\_\_\_\_ or processing purposes.

Employees may make a request in writing to take time off in lieu of overtime hours worked. However, employees will not be permitted to accumulate in excess of seventy (70) hours of overtime and such time off must be taken at a time agreed upon by the \_\_\_\_\_ within three months of accumulation.

## General Holidays

The \_\_\_\_\_ recognizes the following thirteen (13) days as paid holidays:

- a) New Year's Day (January 1)
- b) Family Day (February)
- c) Good Friday
- d) Easter Monday
- e) Victoria Day
- f) National Aboriginal Day
- g) Canada Day, July 1
- h) Civic Holiday
- i) Labour Day, <sup>1st</sup> Monday in September
- j) Thanksgiving Day,
- k) Remembrance Day, November 11
- l) Veteran's Day, November 12
- m) Treaty Day

And any other day as may, from time to time be decided by the Board.

1. If a general holiday falls on a weekend, the next closest following normal working day shall be observed as the holiday. For example, if Canada Day falls on a Saturday, the following Monday will be observed as the Canada Day holiday.
2. Part-time and Casual employees must work the day before and the day after the holiday in order to qualify for regular pay of the public holiday;
3. In the event that it is necessary for an employee to work on a general holiday, the employee will be entitled to either be paid the regular pay for the day plus the employee may substitute another day off with pay; or the employee may choose to be paid at one-times their regular rate of pay for all hours worked plus a regular day's pay. In the event that it is necessary for an employee to work on a statutory holiday, the employee will be entitled to be paid double (2.0) times their regular rate of pay for all hours worked.
4. An additional day's vacation will be granted when a paid holiday falls during an employee's vacation. No holiday pay will be paid if the holiday falls during an employee's leave of absence.

## Vacations

Each employee other than Management of \_\_\_\_\_ shall be entitled to fifteen (15) working days of paid vacation each vacation year. This will amount to three (3) weeks vacation entitlement per fiscal year for employees. Vacation will be earned by each non-management level employee at the rate of one and one-quarter (1.25) days per month commencing April 1<sup>st</sup> of each year.

Each employee of \_\_\_\_\_ at the Management level shall be entitled to twenty (20) working days of paid vacation each vacation year. This will amount to four (4) weeks of vacation entitlement per vacation year. Vacation will be earned by each employee at the Management level at the rate of one and two-thirds (1.67) days per month commencing April 1<sup>st</sup> of each year.

Vacations may be scheduled for the full entitlement period prior to the employee having worked a full fiscal year. If an employee takes vacation prior to having earned it, the employee will have to work off the vacation credits in the succeeding months.

If an employee has used vacation credits and terminates their employment with \_\_\_\_\_ prior to their working off the vacation credits, the amount owing to \_\_\_\_\_ will be deducted from any amounts owing to them.

Employees on leave of absence will have their annual vacation entitlement calculated at six percent (6%) of gross annual income for employees and at a rate of eight (8%) of gross annual income for management employees.

Employees will be strongly encouraged to use their annual vacation entitlement each vacation year. However, with prior approval, employees will be permitted to carry over unused vacation credits into the next vacation year. In the event that the employee does not use such credits in the next vacation year, at the discretion of the \_\_\_\_\_, the employee may receive a payment of up to a maximum of five (5) days un-used vacation credits at the end of the vacation year.

The Director of \_\_\_\_\_ will be responsible for ensuring that a record of vacation credits and vacation taken is maintained of each employee. On an annual basis, the Director of \_\_\_\_\_ will conduct a Vacation reconciliation to ensure that both the vacation time off in lieu taken by an employee is equal to his/her vacation earnings (ie: 6% or 8%).

Part-time employees will not accumulate vacation credits but will receive four percent (4%) of their earnings on each pay cheque.

Cases of conflicting vacation will be resolved by the \_\_\_\_\_,  
and may or may not be decided based on seniority.

## Sick Leave Policy

1. \_\_\_\_\_ provides protection for its permanent full-time employees against loss of income sustained as a result of illness. Sick leave will be accumulated, by permanent employees who have completed three (3) consecutive months of employment at a rate of one and one-quarter (1.25) days per month up to a maximum of fifteen (15) days per year.
2. All eligible employees shall be granted sick leave with pay when they are unable to perform their duties because of illness, injury, or with special approval from the \_\_\_\_\_. This also includes a doctor, dentist, physical and specialist appointments.
3. To be eligible for paid sick leave, an employee must be suffering from a bona fide illness or accident which prevents useful employment.
4. To be eligible for paid sick leave, an employee must notify their supervisor by telephone immediately upon commencement of illness or injury.
5. If absence exceeds three (3) days, employees will be required to supply a medical doctor's certificate. At its discretion, \_\_\_\_\_ may require an employee to provide a medical certificate for absences of less than three (3) days.
6. An employee will be granted the use of all fifteen (15) days sick leave for that fiscal year without having earned all fifteen (15) days on the understanding that they shall continue in their work to the end of that calendar year. No employee shall be granted more than fifteen (15) days of unearned sick leave per fiscal year.
7. Once an employee has used up all accumulated days of paid sick leave in any one fiscal year, sick leave without pay may be granted.
8. Salary is not available instead of sick leave time. Paid sick leave which is earned but unused will be accumulated from one fiscal year to the next.
9. If the employee resigns or terminates their employment with \_\_\_\_\_ prior to earning all the paid sick leave taken, the employee shall reimburse \_\_\_\_\_ for all unearned sick leave taken (deducted from the employee's pay cheque).
10. Unused, earned, paid sick leave will NOT be paid to an employee when they resign, retire or when their employment is terminated.

11. Work-related injuries, illnesses or accidents will be covered by this policy in addition to non-work-related injuries, illnesses or accidents.

## Maternity and Parental Leave

1. Every employee shall be entitled to pregnancy leave and/or parental leave without pay in accordance with the *Labour Standards Act of Saskatchewan*, as amended. Every employee who has completed six (6) consecutive months of continuous employment, and with the provision of a qualified doctor's certificate verifying the pregnancy, shall be entitled to maternity and/or parental leave with pay in accordance with Canada Labour Code legislation.
2. Leave will be granted upon submission of a written application to the \_\_\_\_\_ stating the date that the employee wishes to commence maternity leave and the date of her expected return to work. This submission must occur no later than four (4) weeks prior to the date of commencement of leave unless there is a valid reason why that notice cannot be provided.
3. A doctor's certificate specifying the expected date of birth and approval to work up to the date of commencement must accompany the employee's request for maternity leave.
4. Extended attendance at work must be approved by the immediate supervisor on the basis of medical documentation certifying that the employee is capable of fulfilling their job responsibilities.
5. Maternity leave may extend for a period of up to seventeen (17) weeks unpaid leave.
6. Parental leave (unpaid) may extend for a period of up to thirty-seven (37) weeks on request, and may be taken in addition to the maternity leave. Employees who have taken maternity leave and also request parental leave, must take the parental leave at the end of the maternity leave unless there are special circumstances.
7. Where maternity leave is not taken, an eligible employee may take unpaid parental leave at any time within the child's first year of life for a period of up to thirty-seven (37) weeks.
8. Where an employee commences legal procedures to adopt a child or obtains an order for the adoption of a child, the employee shall, upon written request, be granted parental leave without pay for a single period of up to thirty-seven (37) consecutive weeks in the fifty-two (52) week period beginning on the day the child comes into the employee's care.

9. The aggregate amount of leave that may be taken by one or two employees under section 5 or 6 in respect of the same birth shall not exceed 52 weeks.
10. \_\_\_\_\_ shall reinstate an employee in the same position, where it exists or in a comparable position with similar salary and benefits that the employee had enjoyed before commencing maternity or parental leave, provided the employee returns to work when the leave expires. Employment during maternity or parental leave shall be deemed continuous and there shall be no loss of benefits over this period.
11. An employee wishing to return to work early from maternity or parental leave must give the employer four (4) weeks notice of their intention to return to work.

### **Maternity Allowance**

An employee who has been granted maternity leave shall be paid a maternity allowance consisting of the following:

Human Resources Development Canada's (HRDC) current maternity/paternity leave policy requires a two (2) week waiting period before receiving any Employment Insurance Benefits. It is \_\_\_\_\_'s policy to compensate an employee the amount equal to two weeks of their regular salary during the HRDC mandated waiting period. This policy may be altered in the event of changes to HRDC's maternity/paternity leave regulations.

## Court Leave

### Jury Duty:

Full-time employees shall be permitted time off from work to perform jury duty. When required to serve on a jury, employees shall not lose any benefits or wages. The \_\_\_\_\_ will pay the difference between the amount received by the employee for jury duty and the amount of salary normally received by such employee from the \_\_\_\_\_. Overtime will not be used to calculate jury duty pay. In the event the courts compensate an employee for jury duty, the company will pay to the employee the difference between the employee's regular pay and what he or she receives from the courts.

Employees serving jury duty are required to report to work whenever court is not in session with the exception of a sequestered jury.

### Witness Attendance:

Full-time employees summoned to attend as a witness in any proceedings held before a Court, Judge, Sentencing Circle, Council Meeting, Community Justice Committee, Justice of the Peace, Magistrate or Coroner, may be granted special or annual leave with pay for the duration of the required attendance.

## Educational Leave and Assistance

The \_\_\_\_\_ encourages its employees to further their education and will assist them within the guidelines set out below.

1. Education leave (unpaid), may be granted at the discretion of the \_\_\_\_\_ if it is determined that the proposed training is related to the job.
2. Education leave (unpaid) for full-time study may be granted for a period not exceeding three (3) months. Education leave for the pursuit of part-time study shall be reviewed on an individual basis.
3. Education leave may NOT be granted if the \_\_\_\_\_ believes that it is not in the interest of the \_\_\_\_\_ to grant time off due to operational needs.
4. The \_\_\_\_\_ may reimburse or provide a grant or an allowance to a permanent employee on an approved educational leave for the costs of such training which may include the following:
  - a. Cost of transportation to and from the place of training if such training takes place outside of the immediate area of residence of the employee.
  - b. Costs of tuition fees and/or registration fees.
  - c. Cost of books and/or equipment required for the training.
  - d. Reasonable expense allowance for each full day of actual training.\
5. Receipts for all expenditures must be forwarded to the \_\_\_\_\_ as proof of expenses incurred.
6. When requesting education leave, employees will submit a written request stating the purpose of the leave, the date, time(s), and place, course(s)/training to be taken, costs involved, amount of financial assistance requested and how the training will benefit the employee and the \_\_\_\_\_.
7. The request shall be provided to the \_\_\_\_\_ who shall review it with the employee. The employee shall be informed by letter or memo of the final decision.
8. Educational leave may be cancelled by the \_\_\_\_\_ if an employee abandons or fails to successfully complete an interim stage of the course of study or conducts themselves in an unsuitable manner.

## Special Leave

### Compassionate Leave

For the purposes of this section, immediate family is defined as an employee's father, mother, step-parent or foster parent, brother, sister, spouse, common-law spouse, same sex partner, child, step-child, foster child, father-in-law, mother-in-law, grandmother, grandfather, and any relative permanently residing in the employee's household or with whom the employee permanently resides (to respect family situations of Aboriginal peoples which may affect their immediate, extended and/or community families).

Granting of Special Leave shall be at the discretion of the \_\_\_\_\_ after consultation with the immediate supervisor. Special leave may be requested for the following reasons:

#### Bereavement Leave:

1. Full-time employees are entitled to and shall be granted, in the event of the death of a member of his/her immediate and/or extended family, paid bereavement leave of three (3) normal working days immediately following the day of the death.
2. For the purposes of travel related to the death of an immediate or extended family member, an additional two (2) days of paid bereavement leave may be granted to full-time employees.

#### Family Illness:

1. When a full-time employee is required to care for a member of their immediate and/or extended family due to illness, they may request up to ten (10) days compassionate leave.
2. In the event that more time is required for a family member that has a serious medical condition with a significant risk of death within twenty-six (26) weeks, the \_\_\_\_\_ may request a qualified medical practitioner certificate to verify on-going illness and may grant additional paid or unpaid leave up to a maximum of eight (8) weeks depending on the circumstances.
3. A full-time employee is entitled to another eight (8) weeks of job-protected leave if the family member is still gravely ill at the end of the 8-week period provided that the employee provide a second medical certificate.

4. Payment for compassionate leave for part-time and casual employees will be based on time lost from regularly scheduled shifts which the employee would have otherwise worked.
5. The benefit will not apply when the employee is on authorized leave of absence, vacation, sick leave, statutory holiday or scheduled time-off.

Marriage Leave:

An employee may be granted special leave to the extent of his/her credits but such leave shall not exceed five (5) days for the purposes of getting married.

Ceremonial Leave:

Full-time employees may request up to four (4) days of special leave to participate in spiritual practices or ceremonies, provided that they have sufficient accumulated special leave credits available. Subject to Board approval.

Parental Leave:

1. Special leave of two (2) days shall be granted to an employee for the birth of their child.
2. Parents may request one-half (.5) day of special leave to attend parent/teacher interviews.

## General Disciplinary Action

Wherever practical given the circumstances, prior to undertaking the formal discipline procedure, an employee's immediate supervisor will work with and coach the employee to assist them in correcting the situation giving rise to the unacceptable conduct or work habits.

Discipline is intended to be constructive. Any disciplinary action taken will be for the purpose of correcting an employee's misconduct and shall not be considered as a form of punishment. In all cases, the employee will be given an opportunity to discuss the circumstances resulting in the disciplinary action.

Disciplinary action will vary according to the circumstances as determined by the \_\_\_\_\_.

There are four (4) primary types of disciplinary action that form part of \_\_\_\_\_'s progressive discipline procedure.

### **1. Verbal Warning**

Incidents involving first offenses of a minor nature will generally result in discipline in the form of a verbal warning. The verbal reprimand will be recorded with a copy given to the employee.

### **2. Written Warning**

Subsequent offences of a minor nature where three verbal warnings did not bring about the correction or one incident of a more serious nature will generally result in discipline in the form of a written reprimand. Such warnings should impress upon the employee the serious nature of the matter.

The written warning will include a warning that "any further violation of a similar nature could result in suspension or discharge"

### **3. Suspension with or without pay**

Suspension with or without pay may be imposed for a first offence, particularly if the employee's misconduct or non-observance of \_\_\_\_\_'s policies and procedures or other action were of a serious nature. However, suspension may also be used as a form of discipline where an employee has engaged in a number of incidents of repeated misconduct.

### **4. Termination of Employment**

Where repeated efforts to correct an employee's conduct or work habits fail, discharge may follow. However, a single offence of a serious nature may also result in termination of employment for just cause.

5. In addition, the following two (2) types of disciplinary action may be imposed:

- a. Reduction in pay either temporary or permanent; and
- b. Transfer to another job assignment.

Prior to taking any disciplinary action, the immediate supervisor shall conduct an investigation into the alleged misconduct. Such investigation shall include a discussion of the matter with the employee which shall include the following:

- a. The discussion shall be conducted in private;
- b. The employee shall be informed of the problem;
- c. The employee shall be requested to provide their version of the story; and
- d. The employee shall be informed of the action to be taken.

As part of the \_\_\_\_\_'s investigation into the alleged misconduct, the information provided by the employee including any mitigating factors (those considered to lessen the severity of the discipline), as well as, all other pertinent facts obtained in the investigation shall be reviewed and considered in determining the appropriate level of disciplinary action to be taken, if any.

The following factors will be considered in determining the appropriate disciplinary action to be taken:

- Seriousness of the offense
- Effect or potential effect of the offense
- Prior reprimands or discipline
- Impulsive versus premeditated acts
- Provocation
- Employee record; and
- Appeals.

All incidents of disciplinary action must be properly documented by \_\_\_\_\_ when rendering action.

In the event of theft, participation by law enforcement may be required.

The following are examples of (but in no way limits) the types of behaviour that will result in disciplinary action being undertaken:

- a) Any act of dishonesty. This includes the theft of any organization, customer, member, or employee property.
- b) Committing or attempting to commit deliberate damage to either property or its facilities or the unauthorized use of the organization's facilities, tools or equipment.

- c) Disorderly conduct such as striking another employee, customer or member, use of abusive language, and cursing.
- d) Possessing, using, buying, or selling alcohol or illegal drugs, or being under the influence of alcohol or illegal drugs while are work.
- e) Repeated absence or tardiness.
- f) Removing, sending or furnishing to unauthorized persons organization records or information.
- g) Breaches in any security procedure and or refusal to cooperate in a organization investigation.
- h) Abandonment of job or failure to report to work without notifying one's immediate supervisor.
- i) Violating the organization's anti-discrimination policy.
- j) Sexually harassing another employee.
- k) Direct violation of company policies and procedures.
- l) Obtaining employment with \_\_\_\_\_ on the basis of false or misleading information or falsifying of resume.
- m) Allowing unauthorized person(s) access to \_\_\_\_\_'s facilities.
- n) Possessing firearms of any type while on company property or while on company business.
- o) Insubordination – the refusal to perform all job requirements or services as outlined by \_\_\_\_\_.
- p) Sleeping or dozing on the job.
- q) Falsification of any company records, reports, or documents.
- r) Knowingly violating any company or government act regarding workplace safety.
- s) Disposition: employees are expected to conduct themselves in a courteous manner when dealing with associates and the public. When representing the \_\_\_\_\_, employee conduct should be consistent with the ideals and policy positions of the \_\_\_\_\_. Failure to act in a courteous manner will result in disciplinary action.

## Complaint Resolution Procedure

1. All employees are encouraged to bring forward any complaints or recommendations related to the work place.
2. An employee who feels aggrieved by the interpretation, application, administration or alleged violation of the provisions of this Policies and Procedures Manual, or by a disciplinary action, shall have the right to present their complaint in the following manner:
  - a. The employee must first discuss the matter with the appropriate supervisor to determine whether a resolution can be reached (this step is very important, as it allows for direct discussion to be made to resolve the matter.)
  - b. If informal discussion does not resolve the matter and the employee feels it is necessary to pursue the complaint further, the employee must prepare a statement in writing, identifying and briefly explaining the issue. This statement must be presented to the appropriate supervisor, who will respond, in writing, with a method of resolution within ten (10) working days.
  - c. If the response of the appropriate supervisor is not satisfactory to the employee, the employee has the option to pursue the complaint further. To do so, another written statement must be prepared by the employee stating why the proposed reconciliation is considered unsatisfactory, and it must be submitted to the \_\_\_\_\_.
  - d. The \_\_\_\_\_ shall review the employee's written submission and shall respond in writing within ten (10) working days.
3. Depending on the employee's beliefs, customs and practices, discussions will take place in either a public and/or private location.

## Termination of Employment

Termination of employment with \_\_\_\_\_ will be the result of any one of the following:

- Resignation (voluntary or requested)
- Discharge (with cause or without cause)
- Retirement
- Death

An employee will be provided with written notification of termination of employment or in the case of resignation, shall be required to provide written notification of termination of employment.

### Notice of Termination

Termination without cause shall include but will not be limited to removal from a position due to abolition of the position or due to a change in the skill set required. For all employees in the case of termination without cause, an employee must be notified in writing and, at the discretion of the \_\_\_\_\_, may be required to work during all or part of the notice period.

Termination with cause is the response by \_\_\_\_\_ to an employee that purposely undermines his or her relationship with the association as set out in the Disciplinary Action Policy. Termination with cause shall include but will not be limited to: when an employee is guilty of serious willful misconduct, disobedience, willful neglect of duty, or if after following progressive discipline with escalating punishment, he/she fails to perform satisfactorily to a known standard. If the breach of trust or policy is serious enough, as determined by the \_\_\_\_\_, the first offense may result in immediate dismissal for cause. Where continued employment may jeopardize operations and staff morale, the employee may be subject to immediate dismissal for cause. Pursuant to the *The Labour Standards Act of Saskatchewan*, notice is not required when an employee is dismissed or suspended for just cause as set out in the Termination of Employment Policy.

In the case of resignation, it is preferred that an employee provide \_\_\_\_\_ with one (1) month written notice of termination, however, a minimum of two (2) weeks is mandatory.

It is the policy of \_\_\_\_\_ to provide the period of notice of termination or, at its discretion,

Compensation instead of notice, as required by the *The Labour Standards Act of Saskatchewan*. Where possible, \_\_\_\_\_ will also endeavour to provide counseling services to the terminated employee.

#### Administrative Guideline for Termination

An exit interview may be conducted for company informational purposes. A letter outlining the terms of termination will be prepared and a copy will be retained in the employee's personnel file.

Your record of employment will be attached with your last pay if sufficient time has been made available. If not, this document will be mailed to you within the time set out by the jurisdiction in which you are based.

Upon resignation, retirement or termination with cause, all outstanding wages and vacation will be paid. All group benefits will be cancelled on the last day worked.

#### SEVERANCE PAY

It is the policy of \_\_\_\_\_ to abide by the rules and guidelines as set out in the Employment Standards Act of the province in which the employee is based.

#### RETURN OF ORGANIZATION PROPERTY

An employee must return all equipment, manuals, keys, access card or any other property of \_\_\_\_\_'s before receiving his/her last paycheque. If the items are not returned, the cost of these items as determined by \_\_\_\_\_ will be deducted from his/her final paycheque.

#### **Notice of Termination**

1. \_\_\_\_\_ shall give notice of termination where an employee is terminated without cause. However, notice is not required when an employee is dismissed or suspended for just cause as set out in the Termination of Employment Policy.
2. In the case of a termination without cause, employment must be terminated as follows:
  - a) The employee must be notified in writing;
  - b) The length of time between the notice and effective date will be based on length of service and position;

- c) At the discretion of the supervisor, the employee may be required to work during all or part of the notice period.
- 3. Termination without cause shall include, but will not be limited to, the removal from a position due to abolition of the position or due to a change in the skill set required. Refer to the Notice of Termination and Severance Policy.
- 4. Termination with cause is the response by management to an employee who purposefully undermines the employment relationship with \_\_\_\_\_ as set out in the Disciplinary Action Policy of \_\_\_\_\_.
  - a) Termination with cause shall include, but will not be limited to, when an employee is guilty of serious willful misconduct, disobedience, willful neglect of duty, or if after following progress discipline with escalating punishment, they fail to perform satisfactorily to a known standard.
  - b) If the breach of trust or policy is serious enough, the first offence may result in immediate dismissal for cause.
  - c) Where continued employment may jeopardize operations and staff morale, the employee may be subject to immediate dismissal for cause.
  - d) Notice of termination with cause will be provided to the employee in writing by the \_\_\_\_\_.

**Employee Acknowledge and Receipt of  
Personnel Policies and Procedures Manual**

I, \_\_\_\_\_ (print name) have received my copy of the \_\_\_\_\_'s Personnel Policies and Procedures Manual. It is my responsibility to read and understand the matters set forth in this Manual. It is a guide to firm policies and procedures.

I understand that no statement contained in this Manual creates any guarantee of continued employment or creates any obligation, contractual or otherwise, on the part of \_\_\_\_\_. I will not rely on any promises, statements or representations to the contrary only if they are in writing and signed by the \_\_\_\_\_ of \_\_\_\_\_.

I understand and acknowledge that \_\_\_\_\_ has the right, without prior notice, to modify, amend or terminate policies, practices, benefit plans and other institutional programs within the limits and requirements imposed by law.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date