

# HUMAN RESOURCES POLICIES AND PROCEDURES MANUAL

2017

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## ***Overview***

Sunshine Coast Hospice Society provides compassionate, respectful end-of-life and bereavement support for all residents of the Sunshine Coast. It aims to provide care to relieve suffering and improve the quality of life throughout the illness and bereavement experience, so that patients and families can realize their full potential to live even when they are dying.

## ***History of Hospice on the Sunshine Coast***

In 1987, Peggy Cotgrave, Mary Macdonald, and Rosemary Hoare were the first trained Hospice volunteers. Rosemary Hoare and Heather Blackwood were the first volunteer Hospice Coordinators. Later, while operating under the umbrella of the Home Support Services, coordinators were provided with phones, photocopiers, and other administrative services. In 1999, the Sunshine Coast Hospice Society was established as a non-profit society with seven board members. Today, the board consists of fourteen members, each with varying roles in the administration and management of the Society.

With the closing of the second floor of the Sechelt Hospital in 2001, the Sunshine Coast Hospice Society supported two Hospice rooms at the Gibsons Garden Inn. These rooms were used for those at the end of life until late 2005.

Currently, two palliative care rooms and an adjoining family room are furnished and maintained by SCHS and operated by Vancouver Coastal Health at Shorncliffe Care Facility, 5847 Medusa St, Sechelt, BC.

At present, the Manager, Hospice Services, develops and conducts the hospice volunteer training program, which includes training in palliative and bereavement instruction. These programs are supplemented with periodic education meetings as well as workshops held both locally and on the Lower Mainland.

Currently, Hospice funding is raised through donations from individuals, bequests, organizations, events, and grants.

Further information on the Sunshine Coast Hospice Society can be obtained at its website <http://www.coasthospice.com>

## ***Statement of Philosophy***

The Sunshine Coast Hospice Society (SCHS) is committed to promoting equal opportunity, protecting integrity, and fostering personal and professional excellence. Everyone working with and for the SCHS is a valuable asset, to be treated fairly and with respect. In the service of all our clients, families, staff, volunteers, and donors, the SCHS will apply the core values of compassion, integrity, respect, and service.

It is the responsibility of the Human Resource Committee, the Human Resource Liaison (HRL) and employees to do the following:

- Foster cooperation and communication with one another
- Treat each other fairly, with dignity and respect
- Promote teamwork in relationships
- Encourage growth and development
- Administer all policies equitably and fairly
- Recognize individual performance based on predetermined standards
- Seek to avoid workplace conflict, and if it occurs, respond fairly and quickly to provide the means to resolve it
- Recognize that employees deserve compassion and understanding.

## ***Our Vision***

To provide compassionate end-of-life support, available to all, regardless of circumstances or choices.

## ***Our Mission***

To enhance the quality of life for those facing advancing illness, death, and bereavement through skilled and compassionate support, education, and advocacy.

## ***Our Commitment***

To apply our four core values in the service of all our clients, families, staff, volunteers, and donors:

- Compassion — we are open, non-judgmental, and empathetic listeners
- Integrity — we take responsibility for living our word and values
- Respect — we respect the intrinsic worth of each individual
- Service — we provide a high quality of service.

In keeping with the Sunshine Coast Hospice Society's Commitment to its core Values in service to our community, we follow the GRACE model, adapted from the work of Joan Halifax, a Zen Buddhist teacher.

## **GRACE**

### **Using Presence to Engage in Compassionate Care**

#### **G Ground and Gather Attention**

*Is there any tension in my body?*

*What feelings and thoughts are arising?*

#### **R Recall Intention**

*Connect to the "felt sense" of your intention.*

#### **A Attune**

*To yourself.*

*Acknowledge, with kindness, whatever is happening for you.*

*To your companion or family member.*

*Take in the totality of the other person.*

*Continue to remain present for whatever arises in both yourself and your companion.*

#### **C Consider what will Serve**

*What will really serve this person right now?*

*Not what you think might help or fix.*

#### **E Engage**

*Engage your heart, mind, and body.*

*Stay attuned and follow the lead of your companion.*

#### **End**

*Bring the interaction to a close.*

*Return to your body and check for tension.*

*Reflect on your work and acknowledge that you did your best to bring your intention into the world and act with compassion.*

## **1. COMPLIANCE WITH LAWS, CHANGES IN POLICY, HUMAN RESOURCES COMMITTEE**

### **1.1 POLICY**

#### **1.1.1 Compliance with Laws**

This Manual is not intended to contravene any applicable labour codes, human rights laws or the *BC Personal Information Privacy Act*. If any contradiction exists, the applicable labour code and/or human rights law and/or the *BC Personal Information Privacy Act* will supersede this Manual.

#### **1.1.2 Changes in Policy**

SCHS may reinterpret, change, suspend, or cancel all or any part of its policies, procedures, and benefits at any time, with or without advance notice to employees and others. SCHS shall notify employees and volunteers of these changes.

The Policies and Procedures of the Sunshine Coast Hospice Society (SCHS) shall be reviewed periodically as determined by its Board of Directors (the Board). Every reasonable effort will be made to keep this manual current; however, due to the ongoing evolution of Policies and Procedures, this manual may not always be current.

At any time, employees or volunteers may suggest revisions to this Manual, in writing, to the Human Resources Liaison (HRL), who will forward them to the Board. Any changes to the Manual will be communicated to those affected.

It is intended that this Manual is a guide only and that all employees or volunteers will work within these general policies. In some cases, there may be minor variations (e.g. hours of work), which will be worked out with the HRL, or his/her delegate, or by the Board as a whole, where appropriate.

This Manual shall be available online, and at the offices of SCHS, to all Employees and Board members, and to other volunteers and members by request made to the Manager, Hospice Services.

#### **1.1.3 Board Responsibility and Human Resources Committee**

The Board is responsible for the overall governing policies regarding Human Resources. Such policies are applicable to all paid employees, contractors, Board members, and volunteers.

The Board shall appoint a Human Resources Committee (HR Committee) from amongst its members who shall recommend to the Board a candidate for the position of Human Resources Liaison (HRL). The HRL shall be a member of the HR Committee and shall act as head of staff with responsibility for the oversight and application of the policies and procedures in this Manual, as they apply to all

employees, volunteers and members of SCHS. The HRL shall be appointed for a term as determined by the Board and shall report to the HR Committee.

## **1.2 PROCEDURE**

### **1.2.1 Appointment, Functions, and Responsibilities of the HR Committee and HRL**

The Board shall be responsible for all staffing, including hiring and termination decisions, compensation, hours of work and benefits in accordance with this Policy. The following is the general procedure for the appointment of the HR Committee and the HRL:

- a) The Board shall appoint the HR Committee;
- b) The HR Committee shall appoint a Chair (the Chair) from amongst its members. The Chair must also be a member of the Board;
- c) The Chair shall report to the President of the SCHS or his/her delegate on an as-needed basis and shall report quarterly to the Board on matters related to staffing and activities of the HR Committee;
- d) The HR Committee shall choose, either from among its members, or from other members of the Board, an individual Board member to be submitted to the Board for Board approval as the HRL, to serve for a period to be determined by the Board. The HRL may, in his/her absence, appoint a designate who must also be a Board member;
- e) The HRL shall report to the Chair, unless he or she is also the Chair, in which case the HRL shall report to the President;
- f) The HR Committee shall be responsible to recommend to the Board the appropriate salary levels and working hours for all staff. In determining such recommendations, the HR Committee may seek advice and assistance from others, including Board members or third parties;
- g) The HR Committee shall be responsible for advertising for vacant positions, with Board input;
- h) The responsibilities of the HRL shall be as follows:
  - o Work with other members of the Board as may be required and short-list and interview qualified employment candidates; and
  - o recommend the most qualified candidate to the HR Committee, along with the terms of employment.
- i) Upon approval of the HR Committee, the Chair shall seek Board approval of the proposed candidate and terms of employment prior to the hiring of such candidate. The Chair shall communicate the decision or recommendation of the Board to the HRL for action.
- j) The HRL, upon Board approval, shall prepare the offer of employment for signature by either the President or Vice President of the SCHS.

### **1.2.2 Working Interactions of Board and Staff**

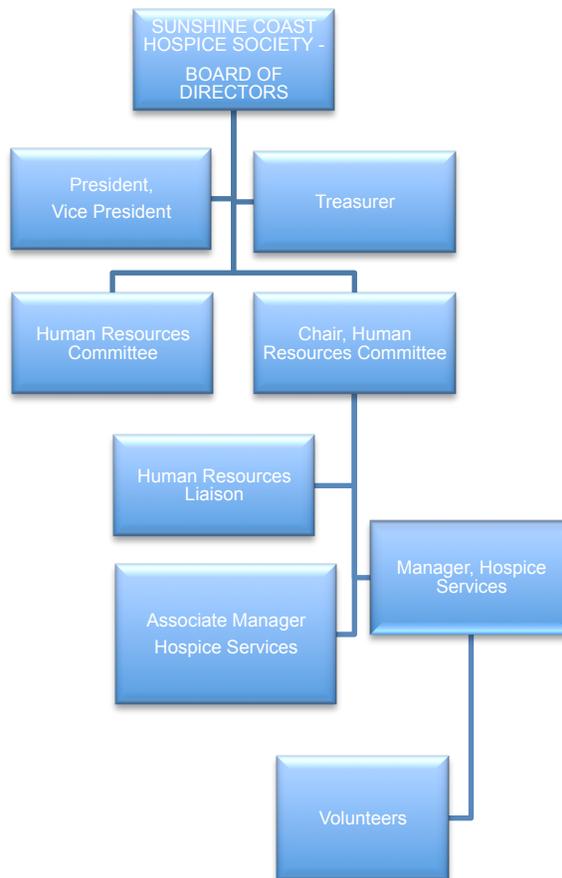
An open and cordial relationship between employees and the Board is in keeping with the culture of the SCHS. However, only the HRL, President, Vice President and Treasurer shall give direction and assign work to the employees. Other Board members shall refer any requests for staff assistance to the HRL for approval. Such requests shall be related to activities that have the prior

approval of the Board and shall be sensitive to the employees' job descriptions, and their requirement to give priority to SCHS clients, volunteers, and programs.

Requests from employees for the assistance of Board members, shall be channelled through the HRL.

### 1.2.3 SCHS Organization Chart

The following organizational chart illustrates the lines of accountability in the SCHS organization:



## **2. CODE OF CONDUCT**

### **2.1 POLICY**

#### **2.1.1 Code of Conduct**

All employees, contractors, Board members, and volunteers, while engaging in SCHS business, shall conduct themselves in a manner that will protect the integrity of the SCHS. Those associated with the SCHS shall maintain a level of professional conduct that will reflect positively on themselves and on SCHS, which includes the following:

- Behaviour that is courteous and respectful
- Working cooperatively with others to further SCHS's Mission
- Use of appropriate language and conduct while at work and work-related functions, and when acting as a representative of SCHS
- A willingness and commitment to resolve interpersonal conflicts
- Upholding a professional relationship, particularly with clients of SCHS, while doing SCHS business,
- Dressing appropriately for the role that they play in SCHS.

### **2.2 PROCEDURE**

#### **2.2.1 Code of Conduct**

All employees, contractors, Board members, and volunteers shall sign the SCHS Code of Conduct.

#### **2.2.2 Drugs and Alcohol**

The use of recreational drugs and/or alcohol in the workplace and/or while on SCHS-related business is strictly prohibited.

### **3. USE OF SCHS PROPERTY, TECHNOLOGY, AND SOCIAL MEDIA**

Use of SCHS property for personal use must be approved in writing by the Board. Any removal of SCHS property from the premises of SCHS must be approved in writing by the Board.

Use of SCHS software and hardware, and the sharing of information through social and other media, are restricted to SCHS business purposes. Employees, Board members, contractors, and volunteers shall, at all times, act to protect the integrity and reputation of the SCHS, its employees, volunteers, members, and clients, and to maintain the security and confidentiality of SCHS data.

#### **3.1 PROCEDURE**

##### **3.1.1 Use of SCHS Technical Property**

The information and technical resources of the SCHS, including access to the Internet and electronic forms of communication, are intended for SCHS business purposes. Users, as representatives of SCHS, shall exercise careful judgment when using the Internet, email or other SCHS resources to minimize security or privacy breaches. SCHS information and technical resource users shall exercise due diligence with regard to user ID's, passwords, email, information security, privacy, and confidentiality. In the case of computer software, staff and volunteers must not copy any SCHS software for their own computers or any other computer for which the software is not registered.

As downloading of software from the Internet, personal discs and SCHS-provided email can cause serious system problems and/or viruses, staff and volunteers may not download or use "personal" programs, including, but not limited to, screen savers, games or software packages not approved by SCHS.

The use of information and technical resources and the content of email and other forms of communication may be audited or monitored, at the sole discretion of SCHS without notice to users.

##### **3.1.2 Responsible Use of Social Media, Personal Websites, Postings**

Postings to the SCHS website or Facebook page (or other SCHS social media applications from time to time) shall be done by authorized SCHS staff only and shall be relevant to the mandate, mission statement, and values of the SCHS. Staff shall exercise good judgment in the content of all postings. No postings of a political nature shall be made for any reason.

SCHS acknowledges that employees, contractors, Board members, and volunteers may, from time to time, participate in personal social media applications and create and maintain websites, including blogs. While SCHS respects the participation in such personal online social networking and Internet use, it may adversely affect SCHS if words, images, posts, and comments reflect on or can be attributed to SCHS. SCHS, therefore, requires employees,

contractors, Board members, and volunteers to use such social media applications and/or the Internet in compliance with SCHS's code of conduct and confidentiality requirements.

For employees and contractors, personal use of social media sites, or any other personal postings, shall not occur during working hours, or when involved in SCHS business. Failure to comply will result in discipline, which may result in termination of the employment or contractual relationship with SCHS.

## **4. CONTACT WITH NEWS MEDIA**

### **4.1 POLICY**

#### **4.1.1 Contact with News Media**

The President of SCHS or his/her designate shall be responsible for all communications with the news media.

### **4.2 PROCEDURE**

#### **4.2.1 Contact with News Media**

All news media enquiries shall be directed to the President, who will decide on the appropriate response. Response to all enquiries shall be given promptly and in an appropriate manner, given the nature and research required to satisfy the enquiry.

Enquiries regarding legal, personal or financial matters of SCHS shall be directed to the President.

To maintain consistency of information and when the situation warrants, the President may convene a meeting to inform SCHS staff of responses given to the media on specific enquiries. The President will inform the Board, if appropriate.

To support the promotion of services provided by SCHS, staff may be required, on occasion, to contact local media sources. These contacts will be made only with the approval of the President or his/her designate. Information and materials relating to such contact shall be maintained in the SCHS media files, located in the communications folder of the SCHS network.

## **5. CONFIDENTIALITY AND PERSONAL PRIVACY**

### **5.1 POLICY**

SCHS is committed to maintaining a high level of ethical conduct and protecting the confidentiality of information, and the privacy of employees, volunteers, members, and clients of SCHS.

Employees and volunteers will treat as confidential all information acquired through the course of their work concerning members, clients, volunteers, employees, the Board, and donors. When such information is revealed for professional purposes, it shall be done with discretion and respect for the persons concerned.

Information obtained through interviews, or other means, shall be protected and held confidentially and released only to those persons who have a legitimate need to know.

This policy applies to the dissemination of information both internally and externally.

### **5.2 PROCEDURE**

#### **5.2.1 Confidentiality and Disclosure of Other Information**

Anyone with access to privileged or confidential information shall execute and abide by SCHS's Confidentiality Agreement, and adhere to the procedures established by SCHS to protect the confidentiality of information.

On occasion, projects and related working documents may be designated confidential. Employees of SCHS with access to such information or documents must adhere to the strictest rules of confidentiality.

The Board may take corrective action in the case of an individual's failure to maintain the appropriate confidentiality of information and privacy of the individual.

Disclosure of non-proprietary or non-privileged information of SCHS shall be for professional or business purposes of SCHS only and shall be done with discretion and respect for the persons concerned.

#### **5.2.2 British Columbia Personal Information and Privacy Act**

Employees and volunteers of the SCHS shall comply with the *Personal Information Privacy Act* of British Columbia with respect to the handling and protection of personal information obtained from the Board, clients, volunteers, employees, employment candidates, and contractors of SCHS.

## **6. RECRUITMENT AND SELECTION**

### **6.1 POLICY**

#### **6.1.1 Recruitment**

SCHS is committed to filling approved vacancies on the basis of merit and to employee career development. Appointments or promotion of staff shall be on the basis of qualifications, experience, and ability.

#### **6.1.2 Role of HRL**

The HRL shall be responsible for the following:

- employee recruitment, reference and security checks. The HRL shall be the point of contact for job candidates.
- development, direction, and evaluation of employees in accordance with this Policy and in consultation with the HR Committee and President.

#### **6.1.3 Hiring of Relatives**

Related SCHS employees shall not work in positions in which one supervises the other, or exerts a significant influence over the work or career advancement of the other, or where there is a potential for conflict of interest, as determined by the Board. No candidate for employment who is related to a member of the SCHS Board shall be hired without prior approval of the Board. For the purposes of this policy, a “relative” or “immediate family” member is described as follows:

- the spouse, as defined by legislation, child, parent, guardian, sibling, aunt, uncle, grandchild or grandparents, niece or nephew of an employee;
- common-law spouses, mother-in-law, father-in-law, brother-in-law, sister-in-law, stepparents, stepchildren, foster children, and foster parents, including same sex partners and their children; and
- any person who lives with an employee as a member of the employee’s family.

Relatives or children of SCHS employees or Board members may be hired for temporary or casual employment, such as during the summer or for specific projects, on the basis of merit, and with prior approval of the Board.

#### **6.1.4 Criminal Record Checks**

All employment offers shall be contingent on passing and maintaining appropriate criminal records check (CRC), if required by applicable provincial and/or federal laws. Any appropriate human rights and privacy legislation and the *Canadian Charter of Rights* shall supersede this SCHS Policy.

## **6.2 PROCEDURE**

### **6.2.1 Job Postings**

When permanent, temporary and/or contract positions of six (6) months or more are vacant, or where new positions are created, and are to be filled, notice will be posted internally for staff and volunteers working for SCHS, for five (5) working days before they are advertised externally. Under some circumstances, a position may be advertised externally as well as internally and simultaneous recruitment efforts may occur.

All posted notices shall include a summary of the qualifications, duties, and responsibilities of the position.

The SCHS may change this process for vacancies to accommodate the return to work of workers with disabilities under the requirements of the *B.C. Human Rights Code* and the *B.C. Workers Compensation Act*.

### **6.2.2 Recruitment, Interviews, Selection, and Reference Checks**

The Human Resources Liaison (HRL) will keep a written record of the proceedings (files, job posting, applications, questions, notes) of each search for a minimum of five (5) years from the date of initial posting of a job.

A panel appointed by the HR Committee shall conduct interviews of employment candidates.

The HRL will notify the unsuccessful candidates who have been interviewed, either in writing or by telephone, and keep a written record of such notification(s).

The HRL shall conduct a reference check following receipt of permission from the candidate. No employee will be hired for a permanent position without at least two (2) reference checks having been made.

### **6.2.3 Letter of Employment**

The HRL shall obtain Board approval prior to making any offer of employment. Upon Board approval of the selection, the HRL shall send a written offer of employment (the Letter of Employment), in duplicate, to the successful candidate with the position contingent upon the following:

- Receipt of a satisfactory criminal record check (if required); and
- Acceptance by the candidate of the terms of the offer.

The Letter of Employment shall set out the job title, duties, start date, salary, hours of work, benefits entitlement, and length of the probationary period along with the requirement for the successful candidate to sign the Letter of Employment, the SCHS Code of Conduct, and Confidentiality Agreement prior to commencing employment. One (1) fully signed original copy of the Letter of Employment shall be filed by the HRL in the employee's personnel

file and the other signed copy, together with a fully signed copy of the SCHS Code of Conduct and Confidentiality Agreement shall be provided to the employee.

#### **6.2.4 Personnel Records**

The HRL shall be responsible for securely maintaining personnel records at the offices of the SCHS. The personnel records shall contain all employee records, including evaluations and other correspondence and documentation pursuant to this Policy. Such records shall be kept indefinitely.

Employees may view their personnel file at any time under the supervision of the HRL.

#### **6.2.5 Contractors**

Hiring of contractors shall be governed by this Section 6, and, where relevant, shall be guided by the Recruitment and Selection, and Hiring Relatives sections in this Manual.

Contractors shall be required to execute a written agreement with the SCHS, setting out the terms of their work and services. Such agreement shall indicate a specific expiry date.

#### **6.2.6 Criminal Record Checks**

All employees, contractors, and volunteers having direct or indirect access to children, vulnerable people or client groups, or significant SCHS assets must complete a Criminal Record Check (CRC). Children are defined as those younger than nineteen (19) years of age. Vulnerable people are defined as those who have difficulty protecting themselves and are, therefore, at greater risk of harm. People may be vulnerable because of age, disability, handicap or circumstances.

The SCHS will cover the costs related to a CRC.

The HRL shall review each CRC and report to the Board on any CRC in question.

Previous CRCs in the possession of employees, contractors or volunteers that are no older than six (6) months may be considered when beginning employment or service with the SCHS. All CRCs must be renewed every five (5) years. Any person whose criminal record status changes during these five (5) years must immediately report that change to the HRL, who shall report to the Board.

Employment candidates who do not have a recent CRC will be requested, during their interview, to disclose any concerns that may result in the CRC blocking employment. Once the CRC is available to SCHS, the HRL shall confirm that to the Board.

CRC information will be protected and only used for the purpose that it is intended. Copies of CRCs shall not be retained, but written confirmation that

a CRC has been done will be placed on the employee's personnel file. In the case of contractors or volunteers, a similar written confirmation shall be placed in the SCHS files related to such contractors or volunteers. CRCs shall remain the property of the individual who is the subject of the CRC and shall be returned to that individual immediately upon review by the HRL.

If the CRC raises a security concern, the HRL will meet with the employee, contractor or volunteer. A security concern raised by a CRC is not automatically a barrier to employment with or service to the SCHS. If an otherwise qualified candidate has a criminal record, the Board shall weigh the nature, time, and extent of the record to assess if the candidate is suitable relative to the selection criteria. In dealing with changes to the CRC of an existing employee, the HRL, in consultation with the Board, will determine if the security concern identified in a CRC warrants change to the employee's status.

## **7. PROBATIONARY PERIOD**

### **7.1 POLICY**

Employees shall initially be hired for a three (3)-month probationary period, governed by the *B.C. Employment Standards Act*, where relevant. During these first three calendar months, running from the effective date of employment, either the employee or SCHS may terminate the employment, without cause, a notice period, pay in lieu thereof, or severance.

### **7.2 PROCEDURE**

During the probationary period, the Human Resources Liaison (HRL) shall solicit feedback from those who have had direct contact with the employee during the course of performing his or her duties. The employee shall be advised about progress and areas of performance that may need improvement to meet standards required for the position, and if necessary, be counselled regarding deficiencies. The HRL shall document all verbal warnings regarding employee performance, and copy same to the employee.

At any time during the probationary period, if the SCHS considers that the employee is not making satisfactory progress and is not likely to meet standards required, the HRL shall give the employee a letter stating area(s) of concern, the change required, and a mutually agreed-upon time frame to achieve same, along with the consequences of not meeting expectations.

## **8. TERMINATION OF EMPLOYMENT**

### **8.1 POLICY**

The SCHS shall have the right at any time to terminate employment with or without cause, or for reasons of redundancy of positions, fiscal constraint, or prolonged disability. In case of termination of employment, notice or salary shall be provided in accordance with the *B.C. Employment Standards Act* (Part 8, section 63).

Employees who resign their employment, or who have been terminated by the SCHS, shall be entitled to an exit interview. The HRL and President of the Board will conduct this interview.

### **8.2 PROCEDURE**

#### **8.2.1 Resignation**

Employees who resign their employment relationship with the SCHS are requested to provide written notice of intention to resign, in writing, twenty-eight (28) days, preferably, but not less than two (2) weeks, before their intended last day of work.

#### **8.2.2 Termination for Cause**

In the event an employee fails to properly discharge his/her job duties, or breaches any provision of his/her Letter of Employment, persists in violating policy and procedures after reasonable support and supervision are given, or if there is any serious misconduct or actions adverse to the interests of the SCHS on the part of such employee, the HRL shall give the employee a letter stating the following:

- area(s) of concern;
- the changes that are required;
- a mutually agreed-upon time frame for change; and
- the consequences of not meeting expectations.

In the event that change does not occur or expectations are not met, employment may be terminated for cause, immediately upon SCHS delivering written notice to the employee.

An employee who is absent from his/her place of employment, without prior approval, for more than three (3) consecutive scheduled working days is automatically terminated for cause, subject to waiver of termination by the Board under exceptional circumstances.

Terminated employees shall direct any request for references to the Human Resources Liaison (HRL).

Upon termination from SCHS, the terminated employee shall turn in all SCHS property. Terminated employees are not permitted to return to their work area after their last day of work without accompaniment by the HRL.

A terminated employee shall receive only entitlements required by law.

## **9. PERFORMANCE AND EVALUATION**

### **9.1 POLICY**

SCHS shall provide appropriate supervision and performance evaluation for employees. SCHS is committed to supporting employees in fulfilling their job requirements.

When employee behaviour falls short of requirements and standards for his/her position, and the individual does not respond to supportive coaching and/or mentoring, action under Section 8 of this Policy may be initiated.

### **9.2 PROCEDURE**

Three (3) months after the successful completion of an employee's probationary period, and annually thereafter, the employee and the Human Resources Liaison (HRL), in consultation with the HR Committee, will set mutually agreed-upon, measurable goals, which the employee is expected to achieve during the specified period. These goals may be reviewed and/or changed. The employee's annual performance reviews will be, in part, based on these goals.

## **10. HOURS OF WORK**

### **10.1 POLICY**

The SCHS office shall be open for a consistent number of hours Monday to Friday as determined by the Board. Hours of work and overtime provisions are subject to change in accordance with operational requirements. Employee break times shall be in accordance with the *B.C. Employment Standard Act*.

### **10.2 PROCEDURE**

The employees' work time/schedule will be determined in consultation with the Human Resources Liaison (HRL), based on operational requirements, including employees' working flexible hours.

Employees shall submit timesheets to the HRL every two weeks. The HRL shall review employees' time sheets for accuracy and issue same to SCHS Finance. Employees working on grant-funded programs shall include such time on their timesheets for allocation to the appropriate program. Time sheets collected shall be used and stored by SCHS according to applicable B.C. law and regulations.

## **11. OVERTIME**

### **11.1 POLICY**

Employees may occasionally be required to be flexible in their work hours. If employees are requested to work outside their normal working hours, or work overtime, they shall be compensated in accordance with the *B.C. Employment Standards Act*.

### **11.2 PROCEDURE**

#### **11.2.1 Approval**

Paid overtime, the option to take time off in lieu of overtime pay, to bank time, or use flex time, shall only be available with the prior approval, or at the request, of the HRL. Such time may be used to attend work-related meetings off the Sunshine Coast where attendance requires working outside of normal working hours.

#### **11.2.2 Compensation**

When overtime is approved by the HRL, compensation shall be as follows:

- a) For work totalling more than eight (8) hours in a day or forty (40) hours in a week, an employee shall be allocated overtime hours to be banked as time off work in lieu of pay for future use. Banked overtime hours shall be based upon the following:
  - time-and-one-half after eight consecutive (8) hours in a twenty-four (24) hour period;
  - time-and-one-half after forty (40) hours in a one (1) week period; and
  - double time after twelve consecutive (12) hours in a twenty-four (24) hour period.

## **12. CATEGORIES OF EMPLOYMENT**

### **12.1 POLICY**

The SCHS may employ any category of employee, as its needs dictate.

### **12.2 PROCEDURE**

#### **12.2.1 Employment Categories**

Categories of employment are described as follows:

- a) Part-Time Employees are persons who are ordinarily required to work less than thirty-five (35) hours per week.
- b) Full-Time Employees: permanent full-time employees are not currently employed at SCHS. In such cases where a part-time employee is required to work full time for any reason, his/her hours of work shall not exceed seven (7) hours in a day or thirty-five (35) hours in a week.
- c) Temporary Employees are persons who work on a full- or part-time basis for a specific length of time and/or for the purpose of performing specific work and whose employment may be terminated at the end of such period or on completion of such work.
- d) Casual Employees are persons who do not work either on an ongoing or a regular basis but rather to fill in for regular employees or to perform short-term work. The employment of casual staff members will be continued on an “as needed” basis. Such casual staff members shall not be entitled to health or other benefits under Section 16 of this Policy.

#### **12.2.2 Independent Contractors**

Independent Contractors are self-employed persons providing services to the SCHS under the terms of a written contract for a fixed fee to perform a specific task within a specified period of time. An independent contractor is not entitled to health or other benefits or compensation other than as set out in the contract between such contractor and the SCHS.

## **13. ATTENDANCE AND OFFICE CLOSURES**

### **13.1 POLICY**

All employees shall attend work for the times and at either the offices of the SCHS or another location, as indicated by the Human Resources Liaison (HRL) to meet the operational needs of the SCHS.

### **13.2 PROCEDURE**

#### **13.2.1 Reporting Absences**

Staff are to advise the HRL and a co-worker when unable to report to work because of illness or for any other reason.

If an employee is unable to get to work due to weather conditions or personal emergency, other than personal illness, he or she must arrange with the HRL to cover the time away from work by doing the following:

- Making up the time by working on another day; or
- Using accumulated vacation or banked lieu/overtime; or
- Taking the time without pay.

#### **13.2.2 Office Closures**

If the Board decides to officially close the SCHS office, employees scheduled to work at the office on the date of the closure will be paid for their normally scheduled hours, unless at least five (5) working days' notice is given of closure, or if SCHS determines alternate opening hours, in which case employees shall work the alternate hours at their usual pay.

Staff not scheduled to work on the day of an unexpected closure shall not receive any additional time off or pay in lieu due to such closure.

#### **13.2.3 SCHS December Holiday Closure**

SCHS operations continue during December, other than for statutory holidays. During this period, employees shall remain available to monitor the SCHS telephone on a schedule to be determined annually with the HRL. Employees shall be paid in accordance with their letter of employment, and in accordance with the *B.C. Employment Standards Act*.

## **14. STATUTORY HOLIDAYS**

### **14.1 POLICY**

The following are general holidays in British Columbia and are recognized by the SCHS:

- New Year's Day
- Christmas Day
- Family Day (B.C.)
- Good Friday
- Victoria Day
- Canada Day
- B.C. Day
- Labour Day
- Thanksgiving Day
- Remembrance Day.

### **14.2 PROCEDURE**

Part-time employees shall be paid on the basis of four (4) hours for each of the statutory holidays set out in Section 14.1 of this Policy provided such employees have worked at least fifteen (15) of the thirty (30) days prior to such holiday.

## **15. COMPENSATION**

### **15.1 POLICY**

All employee compensation shall be approved by the Board.

### **15.2 PROCEDURE**

Employee compensation shall be paid every two (2) weeks. Employee compensation shall be reviewed annually, or more frequently as deemed appropriate by the Board. Employees shall be notified in writing of any changes to compensation.

## **16. USE OF VEHICLES**

### **16.1 POLICY**

#### **16.1.1 Employee — Vehicle Expense Claims**

Employees shall be reimbursed for mileage and certain limited insurance expenses arising from their use of their personal vehicle for travel away from their primary place of work.

#### **16.1.2 Volunteer — Vehicle Expense Claims**

Volunteers shall not be reimbursed for any vehicle insurance coverages or changes to coverage, or mileage expenses.

All volunteers who use their vehicles to transport clients shall personally obtain a level of automobile liability insurance as may be required from time to time by the Board. The SCHS does not carry insurance that protects the user/owner of a privately owned vehicle. The SCHS only maintains liability insurance to provide protection to the SCHS, its employees and volunteers for property damage or bodily injury caused to a third party.

### **16.2 PROCEDURES**

#### **16.2.1 Employee — Vehicle Mileage Claims**

Employees may submit an expense claim for mileage no more frequently than twice a month, based on the mileage reimbursement rate, issued by the Canada Revenue Agency from time to time.

#### **16.2.2 Employee — Insurance Coverage**

Any employee required to use his/her vehicle for SCHS purposes such as seeing clients, doing bank deposits, driving clients, shall have vehicle insurance rated for “Business” purposes. SCHS shall reimburse the reasonable insurance cost difference between “To and From Work” and “Business Use” coverage.

#### **16.2.3 Volunteer — Insurance Coverage**

It is recommended to all volunteer drivers that they contact their Insurance Broker and discuss the requirements and costs associated with ensuring that the Third-Party Liability coverage they carry on their vehicle provides adequate protection for the use of the vehicle as a volunteer driver. Their policy should provide a minimum of Three Million (\$3,000,000) dollars Third-Party Liability Insurance, to match the policy limits held by the SCHS.

**Note to volunteers:** An Insurance Broker will be able to provide more detailed information and a quote specific to each individual.

## **17. VACATION AND PAID LEAVES**

### **17.1 POLICY**

Employees of SCHS shall be entitled to paid vacation time as set out in their Letter of Employment.

In addition to an employee's annual vacation entitlement, the bereavement leave of absence with pay may be granted to employees but only for those days during the week that such employee would normally be scheduled to work as set out in their Letter of Employment, or, under exceptional circumstances, as otherwise approved by the Human Resources Liaison (HRL).

### **17.2 PROCEDURE**

#### **17.2.1 Vacation Pro-Rated — Termination of Employment**

An employee who leaves the employ of the SCHS before the end of a calendar year shall have his/her vacation entitlement pro-rated and, if the vacation already taken exceeds the pro-rated amount, the employee shall be required to reimburse SCHS for the excess.

#### **17.2.2 Leave of Absence with Pay**

The following paid leave shall be requested in advance from the HRL and shall be subject to approval by the Board. No leave of absence with pay shall be granted to an employee who is on a leave of absence without pay.

##### **a) Bereavement Leave**

An employee requiring bereavement leave for a death in the immediate family may be granted up to three (3) working days' leave with pay. Immediate family for this purpose includes the following:

- the spouse, child, parent, guardian, sibling, grandchild or grandparents of an employee;
- common-law spouses, mother-in-law, father-in-law, brother-in-law, sister-in-law, stepparents, stepchildren, foster children, and foster parents including same sex partners and their children; and
- any person who lives with an employee as a member of the employee's family.

## **18. LEAVE OF ABSENCE WITHOUT PAY**

### **18.1 POLICY**

#### **18.1.1 Leave of Absence without Pay**

Leaves of absence without pay may be granted to employees for the following reasons:

- Maternity Leave
- Parental Leave
- Jury Duty
- Family Responsibility Leave in excess of that available under Section 15 of this Policy
- Long-term Disability
- Compassionate Leave
- Leave of Absence.

None of the above leaves are cumulative from year to year.

#### **18.1.2 Long-Term Disability**

The SCHS does not provide paid leaves of absence for long-term disability.

The SCHS shall make reasonable efforts to maintain the employment status of an employee who qualifies for an extended leave for reasons of long-term disability.

### **18.2 PROCEDURE**

#### **18.2.1 Leaves of Absence without Pay**

The following unpaid leaves shall be requested in advance from the Human Resources Liaison (HRL) and, other than jury duty leave, shall be subject to approval by the Board.

##### **a) Maternity Leave**

An employee is entitled to unpaid maternity leave in accordance with the *B.C. Employment Standards Act*. An employee must be employed with the SCHS for fifty-two (52) consecutive weeks to receive this benefit. Maternity leave entitlement is six (6) weeks minimum to a maximum of fifteen (15) weeks. The employee must give six (6) weeks' notice to the SCHS of the start date of maternity leave. In the event that prior notice is not given, the employee is entitled to maternity leave if the SCHS is provided with a medical certificate.

##### **b) Parental Leave**

A birth mother, a birth father, or an adopting parent shall be entitled to unpaid parental leave as outlined in the *B.C. Employment Standards Act*.

**c) Jury Duty Leave**

An employee who is required to attend court as a juror is considered to be on unpaid leave for the period of the jury duty.

**d) Family Responsibility Leave**

An employee may be entitled to an unpaid family responsibility leave of up to five (5) days during each employment year to meet the following responsibilities:

- the care, health or education of a child in the employee's care, or,
- the care or health of any other member of the employee's immediate family.

This leave is an employee-initiated unpaid leave designed for the purpose of helping employees deal with family problems that conflict with job responsibilities.

**e) Long-Term Disability Leave**

An employee seeking unpaid leave for long-term disability shall provide to the HRL a current and detailed medical status including letters issued by his/her doctor or other licensed medical specialist(s) in support of such leave.

The employee shall advise the HRL of the expected duration of such disability and whether he or she is able to perform a reduced or modified job function.

If the employee is capable of performing an alternative job function for the period of the disability, the SCHS may consider making an accommodation for such employee, provided that the alternate job function is compatible with the operational needs of the SCHS for such time period. The compensation for such alternate function may be reduced based upon the pay levels for similar work within similar organizations and shall be at the sole discretion of the Board.

If the employee is unable to perform any job function during his/her period of disability and wishes to retain his/her employment status with the SCHS, the SCHS shall grant such employee an extended unpaid leave of absence to recover for up to three (3) months from the date of request for extended leave. During such period, the employee shall provide information upon request from the Board as to his/her recovery and anticipated return to work. The SCHS may, but shall not be obligated to, extend the period of leave. Upon termination of the employment relationship following expiry of such leave, the SCHS shall pay out to the employee any accumulated vacation or other benefits that may be due and owing to the employee at the time.

Section 19 provides links to information on available federal and provincial government programs that may provide sick benefits. The SCHS shall

provide a record of employment to the employee.

**f) Compassionate Leave**

An employee may be entitled to up to eight (8) weeks of compassionate leave. This leave may be granted to employees so that they can provide support to an immediate family member who has a serious medical condition with a significant risk of death within twenty-six (26) weeks. See Section 17.2.2(a) for a definition of immediate family.

**g) Other Leaves of Absence**

The SCHS may also allow employees to take an unpaid leave of absence for other reasons of up to two (2) months per calendar year, to be taken not more than one (1) month at a time. Such leave shall not be taken consecutively or added to other approved leave under this Policy. Such leaves may only be granted subject to availability of staff to cover the duties of the employee taking leave. An employee must submit a request for such leave to the HRL at least two (2) months before the leave is to start, and is subject to Board approval.

## **19. BENEFITS**

### **19.1 POLICY**

#### **19.1.1 Canada Pension Plan, Employment Insurance Plan, and WorkSafe BC**

Participation in the Canada Pension Plan and Employment Insurance Plan is mandatory for all employees.

WorkSafe BC Coverage: All employees disabled through injury suffered while on SCHS business may be covered under the *BC Workers Compensation Act*.

The obligations of the SCHS to any employee under any of the benefit plans that are mandatory or that may be optionally offered shall be limited to payment of SCHS's portion of the premiums payable for such plans. The SCHS shall not be responsible to provide compensation or alternative coverage if any benefit plan carrier denies coverage or for any reason coverage is not available to the employee.

### **19.2 PROCEDURE**

#### **19.2.1 CPP and EI**

Canada Pension Plan (CPP) and Employment Insurance (EI) contributions shall be calculated according to Canada Revenue Agency Taxation guidelines and tables and deducted from employees' pay cheques in each pay period.

#### **19.2.2 WorkSafe BC**

Employees shall immediately report all on-the-job accidents or incidents to the Human Resources Liaison (HRL). The HRL shall report all such incidents or accidents to the President.

#### **19.2.3 Medical, Extended Healthcare, and Disability Coverages**

The SCHS does not provide medical coverage (Medical Services Plan of BC), short- or long-term disability, or extended Health care coverages to its employees.

#### **19.2.4 Consultation with HRL**

Each year, the HRL will review and update benefit coverage with employees, and immediately upon any change in their employment status, including their use of unpaid leaves.

#### **19.2.5 Provincial and Federal Program Links**

The following provincial and federal government links provide some resources that may be available for illness or injury benefits for affected employees:

Medical Services Plan of BC:

<http://www2.gov.bc.ca/gov/content/health/health-drug-coverage/msp/bc-residents/eligibility-and-enrolment>

BC Short-Term Illness and Injury Plan:

<http://www2.gov.bc.ca/gov/content/careers-myhr/all-employees/leave-time-off/sick-leave/stiip>

BC Long-Term Disability:

<http://www2.gov.bc.ca/gov/content/careers-myhr/all-employees/leave-time-off/sick-leave/long-term-disability>

Employment Insurance:

<https://www.canada.ca/en/employment-social-development/programs/ei/ei-list/reports/sickness.html>

Canada Pension Plan:

<https://www.canada.ca/en/services/benefits/publicpensions/cpp/cpp-disability-benefit.html>

## **20. RESPECTFUL AND SAFE WORKPLACE AND WORKING ENVIRONMENT**

### **20.1 POLICY**

Everyone working with and for SCHS is a valuable asset, to be treated fairly and with respect. SCHS is committed to a positive working environment in which all employees and volunteers are treated with dignity, and which enables everyone to pursue his/her respective responsibilities free from any form of discrimination or harassment.

SCHS is committed to promoting equal opportunity, protecting integrity, and fostering personal and professional excellence. This policy is not restricted to the workplace, but extends to any location where SCHS business is being conducted by or on behalf of SCHS, including but not limited to clients' premises, community events, conferences, during the course of travel, and in all communication contexts.

SCHS is committed to upholding all laws that protect against discrimination, whether based on race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status.

SCHS and all its associates shall follow these principles in fostering positive working relationships and managing conflict among all those involved with SCHS. Harassment will not be tolerated and may result in disciplinary action up to, and including, termination of employment, or of other types of association with SCHS. All those in any way associated with SCHS are expected to recognize and respond immediately to incidents of harassment, and to ensure that appropriate procedures are activated, subject to the consent of the person who is the focus of the harassment.

#### **20.1.1 Definition of Harassment**

(Note: General conflict may occur in the working environment, but may not constitute harassment. Where conflict becomes persistent, individuals should refer to Section 21 for conflict-resolution procedures.)

Harassment generally means unwelcome conduct, comment, gesture, contact, or intimidating and offensive behaviour likely to cause offence or humiliation to any employee, contractor, Board member or volunteer. It includes but is not limited to WorkSafe BC definitions of workplace violence, as well as the following behaviours or circumstances:

- embarrassing, suggestive, antagonistic, coercive or threatening language, postures, or actions;
- unwelcome physical contact and or persistent invitations or requests;
- displays of pornographic, racist, sexist, or other derogatory materials;

- treating anyone differently, or making persistent and unwelcome remarks pertaining to a person's body, attire, race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status;
- taunting, teasing, name-calling, spreading false rumours, public beratement, cyber-bullying, or using silent treatment or refusal to acknowledge another;
- physical violence against a person or object, whether sexual in nature or not.

### **20.1.2 Definition of Sexual Harassment**

Sexual harassment generally means the following:

- unwanted sexual advances, unwanted requests for sexual favours, and other unwanted verbal or physical conduct of a sexual nature such as pinching, patting, rubbing or leering, "dirty" jokes or pornographic materials, or comments, suggestions, or innuendos of a sexual nature;
- when submission to such conduct is made a condition of employment, whether explicitly or implicitly;
- when submission to, or rejection of, such conduct affects that individual's working environment;
- whether intentional or not.

## **20.2 PROCEDURE**

### **20.2.1 Procedure if You are Being Harassed**

If you are being harassed, take the following action(s):

1. Advise the harasser, either verbally or preferably, in writing, in a reasonable and appropriate manner, that his/her behaviour is unwelcome and ask him/her to stop. (If physical violence is involved, immediately report the incident instead, directly to the Human Resources Liaison (HRL), or in his/her absence, to any supervising employee, or to any other member of the Board.)
2. If possible, make a record of incidents (dates, times, locations, possible witnesses, what happened, and your response).
3. If the behavior continues after step 1, report the problem to the HRL, or in his/her absence or inappropriateness, the, President or VicePresident of the Board. (If it is inappropriate to report to the President or VicePresident, report to the Secretary or Treasurer.)
4. You also have the right to contact the British Columbia Human Rights Commission to file a complaint of sexual harassment. If circumstances warrant, a complaint may be filed with the Police, including by SCHS officials on behalf of a complainant, but with his/her consent.

### **20.2.2 Complaint Procedure**

Once a complaint is received, the following steps are taken:

1. The person receiving the complaint will open a confidential investigation immediately, and will keep written records of the process and findings.
2. Both the complainant and the alleged harasser will be individually interviewed, as will any individuals who may be able to provide relevant information. Confidential, mutually agreed-upon mediation may take place.
3. If the matter continues to be unresolved, the complainant may request a meeting with the President or VicePresident of the Board. This request must be made in writing, outlining the reasons for the meeting.
4. The President or VicePresident must action the request within ten (10) days of the request, and if necessary, may involve an external mediator to resolve the problem. (In the case of alleged physical violence, action shall be taken within 24 hours, and the complainant will be excused from any required contact with the alleged harasser.) The President or VicePresident shall report his/her findings in writing, to the complainant and to the alleged harasser.
5. If the harassment complaint is founded, the HRL, along with at least the President and/or VicePresident, shall determine the appropriate discipline, and convey this decision to the harasser in writing. Discipline may include anything from requiring the harasser, if an employee, to engage in relevant training or education, up to employment suspension or termination, or termination of association with SCHS. The incident will be documented in the harasser's file. No documentation will be placed in the complainant's file where the complaint is filed in good faith, whether the complaint is upheld or not.
6. If the complaint is found to be unfounded, there will be no documentation placed in the alleged harasser's file.
7. If the investigation reveals the complaint was lodged intentionally with false accusations, disciplinary action against the complainant, up to and including termination of employment or association with SCHS, may result.

SCHS will make every reasonable effort, regardless of the outcome of the complaint, to protect all those involved from future harassment, retaliation, demotion, transfer, denial of future opportunities, dismissal, or any other negative result arising from their engagement in the complaint procedure.

## **21. CONFLICT RESOLUTION**

### **21.1 POLICY**

SCHS is committed to a healthy and productive working environment for everyone associated with SCHS, and recognizes the positive role that conflict can play. However, persistent conflict affecting employees' and/or volunteers' capacities to function effectively must be addressed. In the absence of resolution among those in conflict, those individuals shall consult with the Human Resources Liaison (HRL) regarding their concerns or complaints. If a satisfactory resolution to the conflict cannot be made by senior employees, and/or through regular supervisory channels, a formal grievance procedure is available.

### **21.2 PROCEDURE**

1. Persistent, unresolvable conflict shall be reported in writing to the HRL. Such a report should include the nature of the conflict, the parties involved, and steps taken to resolve the conflict.
2. If the HRL fails to resolve the conflict, the HRL will make a written report to the Board.
3. Within ten (10) working days, the Board will outline a procedure for resolution, which may or may not include the use of a mediator, or an outside employee assistance expert.
4. With respect to persistent conflict involving a senior employee or the HRL, or both, the Board shall receive the formal report directly.
5. These processes are final and cannot be appealed.

## **22. CONFLICT OF INTEREST**

### **22.1 POLICY**

The interests of the SCHS shall be the primary focus of SCHS employees and volunteers. Where there is a conflict between the best interests of SCHS and those held by individual employees, volunteers, and clients, the interests of SCHS shall take priority.

Employees and volunteers are not permitted to solicit or accept, directly or indirectly, any gifts, gratuities, payments, in-kind favours, or personal rewards from outside sources, on account of any of their activities associated with SCHS, and, in particular, if these are designed to influence SCHS's business transactions. Employees and volunteers are not permitted to sell products or services independently to others involved with SCHS, other than as may be guided by this Manual. (See also section 29.2.3.)

Activities involving the representation of SCHS by employees and volunteers shall be conducted openly, legally, and ethically, and be conducted in a manner to protect the reputation of SCHS, and of others involved.

Employees and volunteers shall not disclose or use any information relating to SCHS for their benefit, advantage, or profit, of either themselves, or a third party.

Employees and volunteers shall not refer SCHS clients or their family members to any other service provider, if the referral in any way benefits the referring individual, nor shall they solicit or accept SCHS clients for their own financial benefit.

No employee or volunteer shall have a direct or indirect financial interest in the assets, leases, business transactions or professional services supplied to SCHS, unless the Board has approved same.

Employees and volunteers shall avoid any actions or personal relationships which may in any way compete with their SCHS activities, or compromise their ability to act in the best interests of SCHS.

### **22.2 PROCEDURE**

1. Any person who becomes aware of a potential or real conflict-of-interest situation, including involving him or herself, shall immediately report this in writing to the HRL.
2. Any person who has any beneficial relationship with an individual or organization that is, or may become, involved in a business transaction with, or in providing a professional service to SCHS, shall immediately disclose the relationship to the HRL and the Board, and refrain from participating in any way in any SCHS decisions regarding that entity.

3.If any individual who is, or may become, an employee of SCHS, is in any way related to any other employee or member of the Board, he/she shall report this to the HRL.

4. If any individual is uncertain whether or not a specific situation presents a conflict of interest, he/she should present the details to the appropriate person (to the HRL in the case of employees, and to the Manager, Hospice Services in the case of volunteers), who will determine if a conflict of interest exists.

5. If an employee or volunteer is found to be in a conflict of interest, he or she may be given the opportunity to correct the situation. Failing approval by the Board of the corrective action, the Board will determine the consequences, which may range from providing written approval to proceed, to termination of employment or association.

## **23. PARTICIPATION IN POLITICAL PROCESS**

### **23.1 POLICY**

Employees and volunteers are free to participate in the political process as individual citizens, but shall be guided by Section 22, Conflict of Interest—Policies and Procedures. Personal political activities shall be conducted separately from SCHS activities, and will not implicate the SCHS. The SCHS resources may not be used for any personal political activity. Where any ambiguity may be perceived, a disclaimer should be made proactively.

### **23.2 PROCEDURE**

Where there may be a perceived connection between the activity and the SCHS, the individual should proactively make a disclaimer.

Any employee or volunteer who may have or has engaged in personal political activity that may be mistakenly connected to SCHS, will report this to the Human Resources Liaison (HRL).

## **24. CLIENT RELATIONS**

### **24.1 POLICY**

Employees and volunteers of SCHS shall behave in the following manner:

- maintain a professional relationship with clients, keeping a separation between their private lives and their interactions with clients;
- recognize and respect individual client needs and challenges;
- recognize and respect individual client needs and challenges;
- not subject clients to any forms of harassment as defined in Section 19;
- maintain client confidentiality (confidential information shall be disclosed only when obligated legally or professionally to do so);
- not allow outside interests and personal values and feelings to impair their professional judgment, independence, or competence; and
- not provide their home addresses or telephone numbers to clients and shall not accept telephone calls or visits at their home from clients.

### **24.2 PROCEDURE**

If a client has a problem or complaint, the employee or volunteer shall attempt to correct the problem, or failing that, courteously refer the client, in the case of an employee, to the Human Resources Liaison (HRL), and in the case of a volunteer, to the Manager, Hospice Services. Failing a solution at that level, the matter shall be referred to the President or VicePresident, who will resolve the complaint, and determine the consequences, if any, for the employee or volunteer involved.

## **25. PERSONAL PROPERTY**

### **25.1 POLICY**

The SCHS does not accept responsibility for the loss or theft of the personal belongings of any employee, contractor, volunteer or Board member.

### **25.2 PROCEDURE**

All damage, theft or disappearance shall be brought to the attention of the Manager, Hospice Services.

If damage, theft or disappearance of personal or SCHS property becomes a concern, the Manager, Hospice Services may issue a memo warning employees, contractors, volunteers, and clients.

Significant thefts of any kind should be reported to Police.

## **26. GENERAL WORKPLACE HEALTH AND SAFETY**

### **26.1 POLICY**

#### **26.1.1 Safe Workplace Environment**

The SCHS is committed to promoting a safe and healthy workplace and environment for its employees and associates and to establishing and maintaining safe working practices, including a Working Alone Plan. Safety shall be everyone's responsibility. It rests with all levels of management and each employee.

Employees in a supervisory capacity will be responsible for the general health and safety of workers under their supervision, including ensuring that equipment is safe, and that everyone follows safe-work practices and procedures. Employees shall receive adequate training in their work tasks to protect their health and safety. Any person shall have the right to report an unsafe work practice or to intervene or refuse work for safety reasons.

The SCHS is committed to the regular review and revision, where required, of workplace health and safety.

### **26.2 PROCEDURE**

#### **26.2.1 Reporting Unsafe Circumstances**

If an employee or volunteer should choose to refuse work for safety reasons, or to intervene in an unsafe workplace practice, or to report an unsafe work situation, a written report should be given to the Human Resources Liaison (HRL), or in his/her absence, to the President or VicePresident, who shall open an investigation, and report back to the complainant in a timely fashion, with their findings and a specific solution. Any reports, and their outcomes, shall be reported to the Board.

#### **26.2.2 Working Alone Plan**

The following are accepted definitions of "working alone":

- One-on-one relationships with clients.
- Working alone at night at a residential facility.
- Working alone at SCHS offices.

The HRL, or designate, shall make a risk assessment of situations where employees or volunteers are required to work alone. A safety procedure shall be developed and implemented, relevant to the situation, and reviewed and revised, as required, with ongoing input from employees and volunteers. All procedures shall be documented and communicated to all involved with a copy forwarded to the Governance Committee. Procedures will include but not be limited to the following:

- Detailed check-in procedures for staff doing outreach with clients
- Site-specific procedures for working alone particularly after dark, at night and on weekends
- Training on procedures, where required.

A written copy of the working alone procedures shall be kept at SCHS offices, and also made electronically available to those affected.

Adherence to these SCHS procedures may also be made a condition of employment with SCHS.

## **27. ATTENDANCE AT CONFERENCES**

### **27.1 POLICY**

When an employee is asked to attend a conference on behalf of the SCHS, the employee will be compensated for time spent and expenses incurred attending the event.

### **27.2 PROCEDURE**

Employees shall obtain the prior approval of the Human Resources Liaison (HRL) prior to incurring expenses to attend conferences on behalf of the SCHS.

Employees will be reimbursed for approved travel expenses, accommodation and food costs, at a per diem rate established from time to time, by the Board, and upon receipt by the Treasurer, of their approved expense claim and all relevant paid receipts.

## **28. PROFESSIONAL DEVELOPMENT**

### **28.1 POLICY**

The SCHS is committed to supporting employee professional development where the content and process will benefit the SCHS. At the Board's discretion, some of the costs of up to one (1) full training/development day may be reimbursed, where the content and process will benefit the SCHS.

One-day or a partial-day training and development course may be paid for by the SCHS, at the Board's discretion, where the successful completion would be a benefit to both the SCHS and the individual.

### **28.2 PROCEDURE**

All requests for reimbursement of training shall be approved in advance by the Human Resources Liaison (HRL).

Training materials shall be at the cost of the employee, unless otherwise agreed by the HRL.

Reimbursement shall be paid following successful completion of the training and upon receipt by the Treasurer of a copy of marks and the paid receipt from the course provider for the tuition.

Reimbursement for attendance at a training course longer than one (1) day in duration may be requested, but along with the above procedures, shall require Board approval.

## **29. OUTSIDE ENGAGEMENTS**

### **29.1 POLICY**

SCHS supports the interest of its employees in providing services to the community, either as part of, or separate from, their SCHS employment duties, as long as that activity does not damage the reputation of SCHS, or its capacity to fulfill its mandate.

### **29.2 PROCEDURE**

#### **29.2.1 Paid Engagements**

If SCHS has contracted with an accredited educational institution or other groups to either provide SCHS employees, as part of their SCHS duties, or to deliver training or course content, all resulting revenue, including honouraria, shall be the property of SCHS.

An employee may directly contract with others on his/her own behalf, to provide a paid service to others. To prevent conflict of interest, the employee must have the approval of the Human Resources Liaison (HRL). Preparation for, and provision of, such independently contracted service must be done outside normal working hours, although paid or unpaid leave time may be used. Any use of SCHS materials or equipment in preparation for, or provision of, the service must be approved by the HRL, and costs for that use shall be reimbursed to SCHS. The resulting revenue, including honouraria, shall be the property of the employee.

#### **29.2.2 Unpaid Engagements**

If an employee is invited to speak as a representative and employee of, SCHS, the following shall apply:

- he/she shall seek the prior approval of the HRL and provide a cost estimate for expenses, if any
- during business hours, the employee is eligible to claim relevant and appropriately receipted expenses (travel costs)
- outside business hours, in addition, the employee is eligible to claim in-lieu time, subject to the approval of the HRL
- the employee may request that the HRL arrange for reasonable time for preparation and presentation.

If an employee is invited to speak independently of his/her position with SCHS during regular business hours, he/she shall use personal, vacation or in-lieu time subject to the approval of the HRL, and shall be solely responsible for any costs incurred.

### **29.2.3 Gifts**

Employees or volunteers may, from time to time, be offered gifts from persons with whom they have had contact during the course of their duties with the SCHS. Normally such gifts shall be the property of the SCHS. However, gifts of a nominal value given in the spirit of appreciation for a job well done may be acceptable. If the employee is not sure what is appropriate in the situation, the matter shall be referred to the HRL for a decision.

### **29.2.4 Conflict of Interest**

In activities involving outside engagements, all employees shall be guided by SCHS policies and procedures, and in particular, those regarding Conflict of Interest. (See also Section 22.)

## **30. DRESS CODE AND FRAGRANCE; DOG POLICY; NON-SMOKING ENVIRONMENT**

### **30.1 POLICY**

#### **30.1.1 Dress Code and Fragrance**

SCHS strives to be a professional working environment and to present a positive image to clients and the public. The culture of the organization is not formal but it is business-like. Accordingly, employees and volunteers are expected to reflect this environment in their choice of personal apparel, wearing attire suitable for the season and activity in which they engage.

SCHS is committed to a healthy working environment and respects that certain individuals may be medically sensitive to a fragrance.

#### **30.1.2 Dogs**

Dogs are welcome at Hospice Society so long as they are controlled, well-behaved and hypo-allergenic.

#### **30.1.3 Non-Smoking Environment**

Smoking is prohibited in the building or on the grounds of any SCHS facility.

Employees, contractors, and volunteers shall observe and comply with the non-smoking policies of hospitals or other facilities where clients are residing.

### **30.2 PROCEDURE**

#### **30.2.1 Dress Code and Fragrance**

Staff, volunteers, and contractors shall refrain from wearing fragrances when engaged in SCHS business and particularly in the workplace.

#### **30.2.2 Dogs**

The approval of the Manager or Associate Manager, Hospice Services, should be obtained prior to bringing any dogs or other pets into SCHS premises.

#### **30.2.3 Non-Smoking Environment**

Employees and volunteers shall observe and comply with the non-smoking policies in place at any SCHS facility, hospitals or other facilities or locations where clients are residing.