



# Human Resources Policy Manual



**CANADIAN ASSOCIATION OF RECYCLING INDUSTRIES**

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**DISCLAIMER**



This Policy Manual (*Manual*) was developed by *Maximum People Performance Inc.* on behalf of the Canadian Association of Recycling Industries (*CARI*) to assist its members to review their businesses with respect to human resource and workplace related issues.

*CARI*, its members, *Maximum People Performance Inc.* and the author of this *Manual* assume no liability for this *Manual* and the information contained herein.

This document is intended to be used for reference purposes only and its users are solely responsible for their human resource performance and compliance with federal, provincial, and municipal legislation, regulations, guidelines or standards. Furthermore, the document should not be relied on for legal advice and its

users are instructed not to respond to legal matters in their workplace by using this *Manual* without first seeking specific legal advice with respect to the situation.

## SECTION 1 – INTRODUCTION

### 1.1 Background

*CARI* completed an *Environmental Manual* a few years ago and is currently developing a *Health & Safety Manual* for its members. The next logical step was the design and development of a comprehensive Human Resources Manual that could serve *CARI* members in dealing with their workplace issues.

*CARI* retained *Maximum People Performance Inc.*, a management consulting firm to complete the *CARI Human Resources Manual* (“*Manual*”).

### 1.2 Purpose of the *Manual*

The purposes of the *Manual* are as follows:

- To provide information on relevant Human Resources policies and procedures to *CARI* members for use with their employees;
- To equip *CARI* members to deal with workplace issues in a more pro-active and cost effective manner;
- To ensure compliance with the applicable provincial legislative requirements and regulations;
- To provide a reference source for *CARI* members to effectively manage their ‘people-related’ issues.

The primary benefit of the *Manual* is that the small to mid-size *CARI* members who do not currently have an HR infrastructure will have the benefit of a resource guide along with a comprehensive set of forms and templates to use as workplace situations arise.

The *Manual* is set out into three (3) distinct yet related parts. **Part 1** includes the Human Resources policies and procedures for all employees and offers guidelines for Managers and/or Supervisors to manage their work environment. **Part 2 – Forms & Templates** includes those forms, templates, letters and checklists that pertain to the policies in Part 1. It should be noted that the forms and templates are generic and will likely need to be amended to fit your specific situation. **Part 3 – Legislative Overview** includes a summary of the applicable provincial legislation and regulations, and contact information by province.

### 1.3 How to Use This Manual – Format

This section describes the layout of the *Manual* and outlines how to use it effectively.

#### **Table of Contents:**

In **Part 1**, the Table of Contents is a listing of all relevant Human Resources policies included in the *Manual* and broken down into eight (8) different sections as follows:

- Introduction
- Responsibilities and Expectations
- Company Policies – Guiding Principles and Site Specific Policies
- Recruitment and Selection
- Types of Employment
- Vacations/Holidays/Leaves
- Compensation and Benefits
- Terminations

The policies are grouped in the above sections for ease of reference. If you are familiar with the name of the policy you require, you can locate it in the Table of Contents. There is a description about the purpose and rationale for having each policy in the *Manual*. Thereafter, the *Manual* includes an example of the policy that *CARI* member may use.

In **Part 2**, the Table of Contents is a list of all relevant forms and templates included in the *Manual* and pertaining to the policies outlined in **Part 1**. Under **Part 2**, the sections remain consistent and within each section are corresponding forms and templates. For example, the Job Description Template in Section 4 of **Part 2** pertains to Policy 4.1 in **Part 1** (*Job Descriptions and Standards of Performance*). *Please note that not every policy will have a corresponding form.*

**Part 3** is a legislative overview broken down by federal, provincial and territorial jurisdiction. It includes contact information for each jurisdiction and a summary of governing legislation and regulations for select human resource related policies (i.e., employment standards, health and safety, workers' compensation, privacy and human rights). For each of these areas, an overview of the legislation is provided.

#### **Numbering System:**

Related policies are grouped under each section. For example, *Recruitment and Selection* is numbered as Section 4. The policy on *Job Advertisements* is the second policy listed in the section and is therefore numbered as 4.2. In some cases, there is a further breakdown by an alphanumeric system. For example, *Company Policies* is numbered as Section 3 and contains the sub-section titled *Guiding Principles*. Within this sub-section, the policy on *Confidentiality and Conflict of Interest* is the first policy listed and is therefore numbered as 3.1(a).

## SECTION 2 – RESPONSIBILITIES AND EXPECTATIONS

### 2.1 Mission and Vision Statement

*Mission and Vision Statements are those inspiring words chosen by successful leaders to clearly and concisely convey the direction of the organization. By crafting a clear Mission and Vision Statement, you can powerfully communicate your intentions and motivate your team or employees to realize a common vision of the future. “Mission Statements” and “Vision Statements” perform two distinctly different purposes.*



*A Mission Statement defines the organization's purpose and primary objectives. Its prime function is internal – to define the key measure or measures of the organization's success – and its prime audience is the leadership team and stockholders.*

*Vision Statements also define the organization's purpose, but they do so in terms of the company's values rather than bottom-line measures (values are guiding beliefs about how things should be done.) The Vision Statement communicates both the purpose and values of the organization. For employees, it gives direction about how they are expected to behave and inspires them to give their best. Shared with customers, it shapes their opinion of the organization's values and practices. ([www.mindtools.com/pages/article/newLDR\\_90.htm](http://www.mindtools.com/pages/article/newLDR_90.htm)).*

**An example of a company's Mission and Vision Statements are outlined below.**

Hewitt Associates Mission Statement: To excel, around the world, at helping our clients and their people succeed together.

Walmart's Vision Statement: To become the worldwide leader in retailing,

TD Canada Trust's (TDBFG) Vision Statement: Be the Better Bank.

### 2.2 Responsibilities of Managers

*The Responsibilities of Managers section of this manual is intended to provide clarification and direction to Managers and/or Supervisors who are using this manual to better manage the workplace and employee situations that they typically encounter. This section of the manual should define the Company's expectations of its Managers and/or Supervisors. Managers and/or Supervisors are responsible for controlling the operation through their daily interaction with employees. They should be prepared to lead by example as employees will often look to their Manager and/or Supervisor for direction and guidance.*

An example of a sample *Responsibilities for Managers* memo is outlined in Form [2.2 – Part 2](#).

### 2.3 Expectations for Employees

*The Expectations for Employees section of this guide is intended to provide clear guidelines for employees working for **Insert Company Name** ([Form 2.3 – Part 2](#)). This manual should clearly articulate the company’s policies and procedures and assist employees in conducting their duties as expected by their employer.*

**An example of an *Expectations for Employees* policy is outlined below.**

As an employee at **Insert Company Name**, here are several examples of your responsibilities.

Your role is to

- define personal goals that are linked to the company’s key goals and business objectives;
- make an effort to maximize your contribution at work every day;
- recognize the importance of the team environment, and seek out ways to contribute to the team’s success;
- be at work on time every day;
- plan and manage your own professional development (applies to salaried employees).

## SECTION 3 – COMPANY POLICIES

### GUIDING PRINCIPLES

#### 3.1 Confidentiality and Conflict of Interest

*The Confidentiality Policy is intended to advise employees that they are expected to protect the security of company data as well as proprietary information, and to treat client, customer and employee information as private and confidential. Many companies ask employees to sign confidentiality agreements ([Form 3.1 – Part 2](#)) to help ensure that intellectual property and other corporate assets are protected from unauthorized use and release, except for information within the public domain or information required by law. In addition to the confidentiality policies that a company has in place, it is equally important that companies adhere to all applicable privacy legislation that governs the use and disclosure of client, supplier or employee information.*

*A conflict of interest occurs when your private interests appear to or actually interfere with the interest of the company. Conflicts of interest could arise through family, clients or friends that have interests that may inhibit an employee in the performance of their duties.*

**An example of a policy pertaining to confidentiality and conflict of interest is outlined below.**

**Insert Company Name** management places high expectations upon the integrity of its employees and seeks to maintain the company’s reputation within the marketplace. Management is committed to ensuring that its employees demonstrate the highest standards of ethics and integrity in all business practices both within and outside the company. Therefore, all employees are expected to comply with laws and regulations governing the business, and to comply with company policies.

The business relationship between **Insert Company Name** and its clients is based upon a basic principle of confidentiality of information.

As an employee of **Insert Company Name**, you agree that all confidential information which you may acquire during your employment with the company shall be held by you in trust for the benefit of the company. You further agree that you will not divulge, or authorize anyone else to divulge, any confidential information without the written consent of the company, either during the time that you are employed or afterwards, except as required by law or as may be necessary in the performance of your assigned duties as an employee of the company.

“Confidential Information”, as used in this policy, is defined as any information which is generally not known by, or not generally made available by the company to, the public about or belonging to the company and its subsidiaries and/or other persons or companies to whom the company may have an obligation to maintain information in confidence. It includes, but is not limited to, any matter of a business or technical nature, such as financial information, trade

secrets, customer lists, inventions, know-how and discoveries. Any breach of confidentiality shall constitute cause for dismissal.

Employees have an obligation to conduct the affairs of **Insert Company Name** within guidelines that prohibit actual or potential conflicts of interest. Employees owe a primary business loyalty to **Insert Company Name** and it is important to avoid engaging in any private/personal business



interests that may conflict with carrying out the duties and responsibilities of your position. Therefore, employees are expected to disclose to their Manager any outside business that may be an actual or potential conflict of interest.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a friend or

relative, as a result of **Insert Company Name's** business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which **Insert Company Name** does business, but also when an employee, friend or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving **Insert Company Name**.

### 3.2 Employment Equity

*Employment Equity is an ongoing planning process used by an employer to*

- *identify and eliminate barriers in an organization's employment procedures and policies;*
- *implement positive policies and practices to ensure systemic barriers are eliminated; and*
- *ensure appropriate representation of "designated group" members throughout their workforce.*

*The goal of Employment Equity is to*

- *eliminate employment barriers for the four designated groups identified in the Employment Equity Act: women, persons with disabilities, aboriginal people, and members of visible minorities;*
- *remedy past discrimination in employment opportunities and prevent future barriers;improve access and distribution throughout all occupations and at all levels for members of the four designated groups outlined above;*
- *foster a climate of equity in the organization.*

**An example a Diversity Policy is outlined below.**

**Insert Company Name** supports and promotes the principles and practice of Employment Equity in its dealings within the company, and with our clients, our suppliers and the public.

**Insert Company Name** is committed to maintaining a work environment where the terms and conditions are fair and non-discriminatory. Employment Equity provides for the right of every employee to be treated with dignity and respect, within a workplace environment that is conducive to productivity, self-development and career advancement. As such, **Insert Company Name** provides equal opportunity for all of our employees; applicants for employment and/or promotion are evaluated solely on their individual qualifications and the valid requirements of the position.

Employment decisions are based on demonstrated performance and individual ability and should not be based upon any of the prohibited grounds of discrimination as outlined under the applicable federal, provincial or municipal legislation. This policy applies to all employment practices, including, but not limited to, recruitment, selection, compensation, benefits, promotions, training, transfers and terminations.

### **3.3 Human Rights and Harassment**

*Human Rights are those rights inherent to all human beings without discrimination. Harassment includes conduct that makes the work environment intimidating, hostile, and offensive by unreasonably interfering with an employee’s ability to work, or adversely affecting an employee’s job opportunities. Unacceptable conduct includes but is not limited to: negative stereotyping, racial epithets, slurs, demeaning jokes, gestures, written or graphic materials, and on the far extreme, sexual harassment or assault. Additionally, harassment can be received in various forms such as written, verbal, visual or electronic.*

*This section of the Manual is intended to outline an example of a Human Rights and Harassment Policy to meet legislative requirements and to reinforce to all employees the importance of working in an environment free of harassment and/or discrimination.*

**An example of a Human Rights and Harassment Policy is outlined below.**

**Insert Company Name** is committed to providing a work environment that is free from discrimination, harassment and reprisals, and supportive of the productivity, dignity and self-esteem of every employee. As such, **Insert Company Name** will not condone harassment of or by any of its employees. A violation of this policy will be grounds for disciplinary action up to and including termination.

**Insert Company Name** will take all steps to ensure that employees uphold the provisions for equal treatment in employment, without discrimination on the grounds of race, ancestry, place or origin, creed, colour, ethnic origin, citizenship, gender, sexual orientation, same-sex partnerships, marital status, religion, family status, age, disability, and record of offences as well as any other prohibited grounds of discrimination as outlined under the applicable federal and provincial legislation.

Harassment is broadly defined as any unsolicited, unwelcome, disrespectful or offensive behaviour that has an underlying sexual, ethnic or racial connotation. There are two main types of harassment that may be defined as follows:

### **General and Sexual Harassment**

**General harassment** means “engaging in a course of distressing comments, behaviour or conduct that is known or ought reasonably to be known as unwelcome.” It may be overt or subtle, direct or indirect, deliberate or unintended, and is known (or ought to be known) to be offensive based on the above grounds of discrimination.

**Sexual harassment** means “any type of unwelcome conduct of a sexual nature” that is:

- 1) likely to cause offense or humiliation, or;
- 2) might, on reasonable grounds, be perceived by employees as placing a condition of a sexual nature on employment by influencing a decision because of an employee’s gender.

Harassment can take many forms, such as:

- remarks of a sexual nature that are intended to embarrass;
- jokes with sexual overtones;
- displaying offensive pictures or photographs;
- physical contact such as touching, patting or brushing against;
- sexual or physical assault.

It is the responsibility of each Manager to ensure that his or her work environment is free of harassment, solicitation and reprisals.

### **Internal Complaints Procedure**

It is the responsibility of **Insert Company Name** through its Managers, to ensure that human rights and harassment complaints are investigated thoroughly and promptly and that internal complaint procedures are followed. A summary of the complaint procedure is outlined below.

- Any employee who feels that he or she is being harassed or discriminated against should address the issue immediately given that delays often make the process more difficult.
- Wherever possible, the employee filing the complaint should try to confront the alleged harasser, request that the person stop the behaviour and advise the person that the behaviour is against company policy and the law.
- In the event that the employee is uncomfortable approaching the alleged harasser, they should contact their Manager and/or a member of the management team. The employee should keep a record and document all details about the incidents (e.g., dates, times, locations, witnesses, etc.).
- Complaints will be treated as confidential and **Insert Company Name** will not, without consent, disclose the name of the complainant or the circumstances to any person except where an investigation is required to support disciplinary action against the offender, or as required by law.
- If resolution does not occur at the management team level, there should be an opportunity for the employee to seek recourse at a higher level to review the results of the investigation.

It should be noted that, regardless of the outcome of a harassment complaint made in good faith, the employee lodging the complaint, as well as anyone providing information, will be protected from any form of retaliation by either co-workers or Managers, such as demotion, unwanted transfer or denial of opportunities within the organization.

### **3.4 Occupational Health and Safety**

*In order to help promote the values and integrity of your organization and to comply with governing federal and provincial legislation, it is imperative for you to place paramount importance on health and safety. This can be done by implementing a Health and Safety Policy Statement ([Form 3.4 – Part 2](#)) together with supporting policies such as Accident Reporting, Hazardous Materials, Return to Work Programs, etc. The objective of a company's Health and Safety Program is the reduction and/or elimination of workplace injuries and illnesses.*

**An example of a Health and Safety Policy Statement is outlined below.**

The management of **Insert Company** and all of its employees are committed to protecting the health and safety of employees and the elimination of occupational illness and on-site injuries. **Insert Company** will provide a working environment in compliance with federal, provincial and municipal occupational health and safety legislation, regulations and standards. Safe work practices shall be adhered to by all employees at all times as the safety and health of our employees is of primary importance.

In order to meet our objective, all parties need to take responsibility for their own safety as well as the safety of others. Senior management and the Board of Directors (**Insert if applicable**) are ultimately responsible and are committed to ensuring that all reasonable precautions will be taken on behalf of all employees.

Management will make every reasonable effort to provide and maintain a safe, healthy work environment and to meet or exceed all legislative requirements. Management is also responsible to ensure that all equipment is safe and that all staff work in compliance with



established safe work practices and procedures. The site Joint Health and Safety Committee (JHSC) will strive to eliminate any actual or potential hazards in the workplace which may result in illness or injury. Employees are expected to take steps to protect their own health and safety by working in compliance with legislation as well as safe work practices established by the company. Every employee must immediately report all unsafe or unhealthy conditions. It is also expected that all

contractors, subcontractors and visitors to our site will adhere to our policies and procedures pertaining to health and safety in order to prevent work-related illnesses and injuries.

### **3.5 Privacy (PIPEDA)**

*Under federal legislation and in various provincial jurisdictions, it is required that companies have a Privacy Policy in place that complies with their individual needs as well as with the Personal Information Protection and Electronic Documents Act (PIPEDA). PIPEDA is the federal legislation that governs the collection, use or disclosure of personal information collected through commercial activity.*

*Although it is essential to obtain confidential personal data from your employees, it is equally essential to ensure that the data provided remains secure and is provided to only those individuals that require access in order to do their jobs (e.g., Payroll, Human Resources, and Benefit Administrators). This policy should outline the company's position on obtaining personal employee data as well as measures taken to ensure this data is secure.*

**An example of a Privacy Policy is outlined below.**

**Insert Company Name** is committed to maintaining the accuracy, confidentiality, security and privacy of its members' and employees' personal information consistent with legislative requirements, specifically the relevant sections of the federal *Personal Information Protection and Electronic Documents Act* (PIPEDA) and the relevant sections of provincial legislation.

The Policy applies to personal information about **Insert Company Name** employees that is collected, used, or disclosed by the company. The Policy does not impose any limits on the collection, use or disclosure of the following information by **Insert Company Name**, including:

1. an employee's name, title, business address or business telephone number; or
2. any other information about the employee that is publicly available.

The Policy does not impose an obligation to obtain consent to the collection, use or disclosure of employee personal information, to the extent that the applicable provincial legislation does not require consent.

### **3.6 Theft of Company Property**

*The rationale for having a policy regarding theft is to document in writing the consequences for a very serious workplace infraction. Some would argue that it is not necessary to have a written policy dealing with theft given that employees should know that theft is unacceptable in any work environment. On the other hand, it is instructive to have a written policy in place and communicated to staff in order to avoid any ambiguity on this issue.*

**An example of a Breach of Trust (Theft) Policy is outlined below.**

Trust and confidence in **Insert Company Name** are key elements in the growth of our business, the attainment of our objectives, and the potential for greater job stability. If there is damage or destruction to this trust and confidence, there is a potential loss to the business. Our policy regarding theft is as follows:

Any employee guilty of theft, attempted theft or misappropriation of company property, property belonging to others or property belonging to a customer of **Insert Company Name** will be considered to be in Breach of Trust and subject to discipline up to and including immediate termination. In addition, **Insert Company Name** will invoke the full process of the law against any employee found to have committed theft, attempted theft or misappropriation of company property.

## SITE SPECIFIC POLICIES

### 3.7 Attendance/Absenteeism

*One of the most significant workplace challenges is managing attendance in a fair and reasonable manner. There are two types of absenteeism: innocent absenteeism (beyond the control of the individual), which requires a series of counselling steps ([Forms 3.7\(a\)\(b\)\(c\) – Part 2](#)); and blameworthy absenteeism (within the control of the individual), which usually results in progressive discipline ([Forms 3.7\(d\)\(e\) – Part 2](#)). The challenge for companies is in identifying the different types of absenteeism and, once identified, in managing this issue in a consistent manner. The sample policy outlined below deals with innocent absenteeism (e.g., short or long-term illness).*

**An example of an Attendance Policy is outlined below.**

Regular attendance is extremely important to our business and to your fellow employees, although it is recognized that employees may be absent due to circumstances beyond their control.

It is each employee's responsibility to report to work as scheduled and on time. The company recognizes that individuals may on occasion be absent due to illness or circumstances beyond their control. The following employee responsibilities are essential to ensuring our continued success.

- Report to work on time except for reasonable and unavoidable circumstances.
- Attend to personal obligations outside of normal working hours, whenever possible.
- Provide appropriate documentation to support the absence and/or fitness to return to work, when required.
- Provide information regarding medical reasons that limit your ability to report to work.

In the event that an employee is unable to report to work or is late, they are expected to notify their Manager of any impending absence or lateness as soon as possible before the commencement of their shift. If an employee is unable to speak with their Manager directly, they should leave a voicemail with **Insert Alternate Contact** confirming the reason for their absence, the expected date of return and a telephone number where they may be contacted.

Upon returning to work, employees are expected to meet with their Manager as he/she may require some information. If an employee has been absent for more than three (3) consecutive days due to medical reasons, they may have to present a doctor's note. The company may require an Attending Physician's Statement to substantiate an extended absence due to medical



reasons. Employees are expected to contact their Manager regularly to keep the company informed and to let management know when they expect to return to work.

### 3.8 Company Bulletin Boards

*Regular communication with employees can occur informally through ongoing discussions between Managers and/or Supervisors and employees. Communication may occur more formally through feedback discussions, shift meetings, town hall announcements and scheduled one-on-one meetings. One useful method of communication is through a company bulletin board to publicize announcements, to highlight company performance and to advise employees on upcoming changes ([Form 3.8 – Part 2](#)).*

**An example of a Company Bulletin Board Policy is outlined below.**

To ensure continued communication and positive employee relations, there will be an Employee Notice Board at the facility. The notice board is for company approved notices only, including but not limited to job postings, company announcements and other miscellaneous company information.

All approved notices must be posted and removed according to the time frame indicated on the notice itself. The notice board shall be placed in a location where all employees have appropriate access to review posted notices.

A separate Health and Safety Bulletin Board must also be available in each facility as per the company Health and Safety Policy. Posting requirements for the Health and Safety Bulletin Board should be specified in the Health and Safety Manual.

### 3.9 Dress Code and Hygiene



Employees must ensure that their attire and personal hygiene are work-appropriate. The **Insert Company Name** policy is intended to provide a balance between maintaining a professional appearance in the workplace while at the same time promoting a more relaxed manner of dress. All employees should be familiar with and understand the company's expectation of professional attire as outlined in this Policy.

Employees are expected to use discretion and judgment when dressing for work. In a business environment, the clothing worn by employees is often an indicator of professionalism for both the individual and the company. Therefore, the

clothing that an employee wears should reflect the job he/she performs and should not be excessively casual.

- When meeting with clients or representatives of external organizations, employees must dress in accordance with the normal practices of the business community (i.e., business attire).
- For those employees who have limited contact with clients and/or external organizations, it is appropriate to dress in 'business casual' attire provided that a professional appearance is maintained.
- For those employees who work in the warehouse and/or yard, regular work clothes are permitted provided that they meet the required health and safety standards.
- Employees shall present themselves at work each day in a professional manner. Employees are also expected to observe positive habits of grooming and personal hygiene at all times, and to avoid personal practices that may prove offensive to others.
- Employees must adhere to health and safety practices when working with machinery. For example, excessive amounts of or offensive jewelry is prohibited.

### 3.10 E-mail and Internet Use

*The rapid growth of e-mail and the internet in the past decade has forever changed the ways in*



*which companies conduct their business. At the same time, the presence of e-mail and the internet has placed additional pressure on employees to be more readily available and responsive to clients' needs. In some cases, employees may also take advantage of this technology for non-business purposes. It is important to have a written policy regarding e-mail and internet use for employees and to outline the restrictions when using the technology on company time and/or premises.*

**An example of an E-mail and Internet Use Policy is outlined below.**

Every e-mail and internet user at **Insert Company Name** has a responsibility to respect other users, both at work and on the internet. Therefore, **Insert Company Name** users are expected to act in a responsible, ethical and legal manner, in accordance with company policies and all applicable federal and provincial laws.

**Insert Company Name's** computers, files, e-mail system, and internet are intended for business use. Employees are expected to use common sense in using the e-mail and internet. Social

networking sites and chat rooms such as MSN and Facebook shall not be accessed or used on company computers while on the premises.

When using the e-mail or internet system on **Insert Company Name** premises, employees shall not send material that could reasonably be expected to be discriminatory, sexist, defamatory, pornographic, threatening or otherwise offensive in nature or disrespectful of others. Browsing and/or downloading and/or forwarding of offensive material from the internet and e-mail are expressly prohibited. E-mail may not be used to solicit others for commercial ventures, religious or political causes, outside organizations, or other matters.

**Insert Company Name** is mindful of the legitimate privacy rights of employees and every effort will be made to guarantee that computer monitoring is done in an ethical and respectful manner. However, it is acknowledged that **Insert Company Name** has the right to monitor or record an employee's use of e-mail or the internet including providing detailed reports for each user of sites visited and the duration of each visit.

Any violation of this policy will result in disciplinary action up to and including termination, as well as possible legal action to recover any damages the company may suffer.

### **3.11 Employee Information and Emergency Contacts**

*In the event that an employee experiences a personal change whether through marriage, divorce, the birth of a child or a change of address, it is important for companies to capture these changes in their personnel files ([Form 5.3\(a\) – Part 2](#)). If there is an emergency in the workplace, it is also important to have an emergency contact listed with all the necessary information (name and number) to be able to reach that person ([Form 3.11 – Part 2](#)).*

*With the introduction of privacy legislation both at the federal level and in various provinces, this policy should reinforce the fact that personal information about your company employees will be secured and handled in accordance with the legislation.*

**An example of an Employee Information and Emergency Contact Policy is outlined below.**

Personnel records are maintained for each employee at **Insert Company** in a secure and centralized location. In order to maintain accurate and up-to-date personnel records, employees are responsible to notify the company of any changes in tax withholding, insurance benefits, marital status, a new baby, name, address, telephone number, emergency contact, etc.

**Insert Company** recognizes its responsibility for safeguarding home addresses, telephone numbers and other information about its employees, including information contained in personnel files. Therefore, all such information is handled in confidence and in accordance with applicable privacy legislation.

### 3.12 Hiring of Relatives

*The recycling industry is well-known for having numerous family-owned businesses and within these businesses, many individuals from the same family work together. There are obviously many advantages and disadvantages of working within a family business. For these reasons, it is recommended that a Hiring of Relatives Policy be implemented in order to minimize conflict of interest situations in the workplace. Each company may elect to implement this policy differently.*

**An example of a Hiring of Relatives Policy is outlined below.**

In keeping with our hiring philosophy, it is the **Insert Company Name's** objective to seek the widest pool of applicants from which to select the best qualified individuals for vacant positions. As such, qualified candidates who are relatives of current employees may be hired provided that there is no new hire, promotion or transfer of employees that results in

- 1) a direct or indirect reporting relationship.
- 2) an actual or perceived conflict of interest.

Relatives, for the purpose of this Policy, are defined as Spouse (including common-law Spouse), Child, Mother, Father, Sister, Brother, Sister-in-law, Brother-in-law, Mother-in-law, and Father-in-law. Co-workers who marry or become members of the same household are also subject to the above conditions.

In the event that a direct or indirect reporting relationship or an actual or perceived conflict of interest exists currently, the issues should be addressed with the employees in question.

### 3.13 Performance Management

*The ability of a company to review their employees' progress against planned objectives or to reinforce expectations for an employee can be done informally through regular discussions between the Manager and/or Supervisor and employee throughout the year. On a more formal basis, companies employ a performance management system to track progress and to assess whether an employee has met expectations, exceeded expectations or performed below expectations ([Forms 3.13\(a\)\(b\) – Part 2](#)).*

**An example of a Performance Management Policy is outlined below.**

Ongoing feedback is essential between employees and their Managers to ensure that they are aware of expectations, goals, and current performance levels. The formal performance review process is the summary of these discussions and should be a positive and productive experience.

A formal written performance evaluation may be conducted at the end of an employee's probationary period and an annual performance evaluation should be conducted during the month of **Insert Month** to provide both the employee and Manager the opportunity to discuss job tasks, identify and correct developmental areas, encourage and recognize strengths, and discuss developmental action plans. In some cases, quarterly reviews may also be conducted.

Merit-based wage adjustments are awarded by **Insert Company** in an effort to recognize employee performance. The decision to award such wage adjustment is dependent upon numerous factors, including the information documented by this formal performance evaluation process which supports the corresponding wage adjustment.

### **3.14 Probationary Period**

*Managers and/or Supervisors typically have a period of time in which to assess whether newly hired employees are suited to their jobs. The assessment may be based on the new employee's technical skills or attitude. It provides an excellent opportunity for Managers and/or Supervisors to make important decisions regarding the future of the new hire. Therefore, it is important that companies take full advantage of the probationary period.*

**An example of a Probationary Period Policy is outlined below.**

For all newly hired employees, their first three (3) months of continuous service will be a probationary period. New employees are expected to maintain acceptable performance, conduct, and attendance during this probationary period. The probationary period serves two different purposes. It permits the company to confirm that the decision to hire the employee was correct, and it enables the employee to assess whether accepting the position with **Insert Company Name** was the right decision for them.

During the probationary period, a Manager is entitled to terminate a new hire's employment without notice, subject to any human rights considerations ([Form 8.6\(a\) – Part 2](#)). Although Managers are not required to provide a reason for the termination of a probationary employee, it is good business practice to conduct a performance review prior to the expiration of the probationary period.

### **3.15 Progressive Discipline**

*Employers have the right to manage their workforce including, among other activities, the right to hire, discipline and terminate its employees. Management's ability to impose disciplinary action ensures that performance issues are corrected and that serious infractions result in serious consequences. Management often struggles with imposing discipline in a consistent manner and in many cases managers have not been properly trained in this area.*

**An example of a Progressive Discipline Policy is outlined below.**

All employees must meet satisfactory performance standards, conduct themselves in a professional manner, and perform their duties and responsibilities at **Insert Company Name** in accordance with company policy. Failure to comply with any of these policies may result in disciplinary action. The purpose of discipline is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Prior to initiating progressive discipline a counselling session(s) may be appropriate. Counselling precedes disciplinary action and provides an employee with the opportunity to amend certain behaviour before it becomes a problem. If counselling is unsuccessful, disciplinary action in the form of a verbal warning, written warning, suspension or termination of employment ([Forms 3.15\(a\)\(b\)\(c\)\(d\)\(e\)\(f\) – Part 2](#)) may result. These steps are outlined as follows:

1. **Verbal Warning** — The verbal warning should be given in a face-to-face meeting, in a private location, between the Manager and the employee. This reprimand requires the Manager to place a written memo in the employee's file indicating the reason for the verbal reprimand, what was communicated in the meeting, who communicated the information, and the date.
2. **Written Warning** — The same procedure is followed as the verbal warning except that the employee is given a copy of the written reprimand and the original is placed in the employee's file. The Manager should also obtain a signature from the employee that he/she acknowledges receiving and reading the document. Written warnings are to be provided when performance issues continue for serious offences relating to company policies or accumulated minor offences.
3. **Suspension** — A suspension is usually without pay and for a specific period of time (e.g., 1 day, 3 days, and 5 days) depending on the severity of the conduct, the application of discipline for this offence for other individuals, and the employee's past discipline record. If there is a need to take disciplinary action but further investigation is required to make a final determination, a suspension with pay may be appropriate.
4. **Termination** — This is the final step in the progressive discipline process, but it can be the first step for flagrant or serious offences (e.g., gross insubordination, theft, sabotage, etc.). All circumstances and documentation must be approved, given the severity of this step.

Although the circumstances of each disciplinary issue are reviewed on an individual basis (taking into account mitigating factors), the level of discipline typically progresses with each subsequent occurrence. However, based on the seriousness of the incident or violation, discipline through the normal steps may not be appropriate. For violations of a serious nature, we may need to elevate discipline to termination without prior warning.

### 3.16 Site Security

*In today's business environment, it is important for companies to implement security policies to protect their employees, their property and their assets. The responsibility for maintaining security belongs to all levels of the company and a written policy communicated to all staff is the first step in creating a more secure work environment.*

**An example of a Site Security Policy is outlined below.**

Maintaining a site that is safe and secure is every employee's responsibility. At the site, most of the exterior building exits are designated for emergency use only. All employees must enter and exit the building through the designated employee entrances. Doors must be locked and access to non-employees is not allowed. Employees who notice unfamiliar people on the worksite should escort them to a Manager immediately. Please note, the company cannot take responsibility for your personal property on the premises, and employees are asked to take special care of their personal property.

### 3.17 Smoking in the Workplace

*All of the provinces across Canada have introduced restrictions against smoking in public places, including the work environment. The health risks associated with smoking do not need to be listed. However, it is recommended that a policy be implemented which outlines the company's adherence to the applicable legislation as well as the specific restrictions for those employees who smoke.*

**An example of a Smoking in the Workplace Policy is outlined below.**

**Insert Company Name** is committed to providing a safe and healthy environment for all employees. Accordingly, **Insert Company** has a no-smoking policy. Smoking is permitted during break and lunch periods, only in designated areas. Employees are not entitled to additional breaks for the purposes of smoking and should refrain from smoking near the front entrance of the site. It should be noted that most provinces have legislation against smoking within enclosed public sites.

### 3.18 Solicitation and Distribution in the Workplace

*While employers often seek out opportunities to create camaraderie in the work environment through offsite events, teambuilding and other company activities, there is a line between those activities that are suitable for the work environment and those activities that belong outside. The Solicitation and Distribution Policy provides some guidance to employers for those activities that may not be appropriate in the work environment. It should be noted that each company is unique and will likely have a different threshold.*

**An example of a Solicitation and Distribution in the Workplace Policy is outlined below.**

In the interests of avoiding awkward or embarrassing situations, **Insert Company Name** policy does not permit employees to solicit other employees or distribute literature supporting any cause or organization on company premises during working hours, without prior approval. Solicitation includes any communication by an employee or group of employees that attempts to persuade others to join in some endeavor or buy a product or service. The distribution of literature includes the posting of items on company bulletin boards or other spaces provided. Information pertaining to illegal activities, commercial ventures or political activities is not permitted.

Non-employees are not permitted at any time to solicit employees or distribute information.

### **3.19 Substance Abuse (Alcohol/Drugs)**

*The issue of substance abuse presents an interesting challenge to employers. An employee under the influence of alcohol and/or drugs is a serious safety risk to themselves and others, and has committed a major workplace violation. However, given that alcohol and drug addiction has been defined as a disability under human rights legislation, employers need to be balanced in dealing with this issue and must accommodate employees in certain circumstances.*

**An example of a Substance Abuse Policy is outlined below.**

It is **Insert Company Name's** policy to provide an environment free from drugs and alcohol in order to meet our commitment to maintain a safe, healthy and productive workplace for all employees and to protect the reputation of the employees and the company. Therefore, the use, sale, distribution, or possession of illegal narcotics, drugs, alcohol or controlled substances by company employees on company premises is strictly forbidden. No employee may report to work or perform their duties under the influence of alcohol, illegal drugs or unauthorized controlled substances. Violations of this policy can result in immediate termination ([Form 3.15\(d\) – Part 2](#)).



If an employee demonstrates, in the opinion of management, reasonable cause to believe that he or she is under the influence of prohibited drugs or alcohol, the employee may be sent home pending further investigation.

In the event that a Manager and/or Supervisor believes an employee is under the influence of alcohol or drugs ([Form 3.19 – Part 2](#)) they should act quickly and reasonably. If the Manager and/or Supervisor has reason to believe the affected employee is at risk of impairing their own safety or that of others, the Manager and/or Supervisor shall make arrangements for the

employee to be escorted safely home immediately, and is required to make personal contact with the employee's emergency contact.

The company is concerned about treating employees with alcohol and/or drug dependency in a fair and compassionate manner in ways that respect their personal privacy and dignity. Assistance will be provided when necessary.

### 3.20 Surveillance in the Workplace

*Employers may be required to introduce surveillance equipment in the workplace in order to monitor the workplace for loss prevention or to supplement their security system for unauthorized visitors. In extreme cases, employers may resort to using surveillance on their employees if they believe that an employee is falsely claiming a work-related injury. Caution should be exercised in these cases given the delicate balance between managing the business and respecting the privacy of employees. If you are considering using surveillance equipment in the workplace, it is recommended that you seek outside advice before proceeding.*



**An example of the Surveillance in the Workplace Policy is outlined below.**

**Insert Company Name** reserves the right to introduce surveillance equipment in the workplace for the purposes of loss prevention or to supplement our security system to monitor unauthorized visitors. Surveillance equipment may include visible or covert security cameras or audio equipment. In the event that surveillance equipment is introduced, the company will notify employees, except in cases where doing so may jeopardize an ongoing or pending investigation.

When surveillance equipment is introduced, the company will balance the needs to ensure a safe workplace against protecting the privacy of its employees.

### 3.21 Use of Company Property/Equipment

*Employers should remind their employees that when using company property and/or equipment, they should treat it as if it were their own personal property and/or equipment. This reinforces to employees the importance of taking responsibility to handle and use property and/or equipment in a safe and reasonable manner.*

**An example of a Use of Company Property/Equipment Policy is outlined below.**

All **Insert Company** property shall be used exclusively for business purposes. All **Insert Company** employees are expected to ensure that company property is handled with proper care and in a manner that will prevent damage, loss, misuse or negligence. Employees will be held personally responsible and accountable for safekeeping of all company property under their care and control.

### **3.22 Visitors in the Workplace**

*As outlined under the Site Security Policy, employers would be prudent to communicate and train their employees on identifying those unauthorized visitors in their work environment. In some cases, it is important to know who is operating in the work environment, and in more extreme cases, there may be health and safety or customer requirements (e.g. food industry) that need to be adhered to.*

**An example of the Visitors in the Workplace Policy is outlined below.**

Unauthorized visitors are not permitted at the worksite and employees are discouraged from having personal visitors while at work.

If an outside party must visit an employee at the worksite, that party must initially check-in with a Manager and/or Supervisor. All authorized visitors including customers, suppliers, government officials, etc. must follow all safety and visitor guidelines ([Form 3.22 – Part 2](#)). If an unauthorized third party is observed on the work site, employees should immediately direct the individual to the reception area to sign in.

## SECTION 4 – RECRUITMENT AND SELECTION

### 4.1 Job Description and Standards of Performance

*A job description typically identifies a job title, gives a brief summary of the position and a description of essential job duties. It is used in the hiring process to search for and interview candidates more effectively. It is important to provide new hires with a copy of the Job Description and Standards of Performance in order to reinforce expectations from the company.*

**An example of the Job Description and Standards of Performance is outlined below.**

**Insert Company Name** is committed to ensuring that our employees understand what is expected of them at work. To support this commitment, we will develop a job description for employees ([Form 4.1 – Part 2](#)). This Job Description Template will be used in discussions between the Manager and/or Supervisor and employee at the performance review and on a more informal basis to ensure that the employee is keeping on track with the company's expectations.

**Insert Company Name** may provide, at its sole discretion, the opportunity for the employee to discuss potential changes to their job description if the changes are aligned with company objectives.

### 4.2 Job Advertisements

*Once a vacancy has occurred within **Insert Company Name**, the initial stage in the recruitment process involves the sourcing of candidates. Sourcing involves seeking the widest possible number of applicants in order to select those who best match the qualifications and requirements of the position. Since people are the most important asset for most companies, it is vital to attract the right people for the job. In using multiple sourcing options, the posting is more likely to be seen by a broader spectrum of individuals, both in size and diversity.*

There are a couple of different options for Managers and/or Supervisors to use when advertising for vacant positions.

#### **(a) External Advertising**

The Manager and/or Supervisor should identify the optimal sources in the geographical region in which to advertise. This may include local unemployment offices, colleges, job boards, newspapers, industry publications, etc. The type of external advertising used will likely be dependant on the budget required and the type of position.

**Recruitment Firms/Agencies** – These firms are typically used when the Hiring Manager does not have sufficient time or resources to source candidates. These firms are costly and usually have a percentage fee (ranging from 10 – 20%) for each employee that is placed with the company. The advantage of using these firms is that they have a comprehensive database of potential candidates and can provide a short-list more quickly than an advertisement.

#### **(b) Internal Postings**

In certain cases, the vacant position may be posted internally at the discretion of **Insert Company Name**. The purpose of an internal job posting is that employees are given the opportunity to apply for positions that better use their skills, offer more favorable shifts or better compensation. It should be noted that this internal job posting process does not preclude the Manager and/or Supervisor from seeking candidates from the external labour market.

In order to be eligible for an internal job posting, the applicant must have worked a minimum of **Insert # of Months** with the company and possess an excellent attendance and performance record. When posting a position internally, Managers and/or Supervisors should use the Job Posting Template ([Form 4.2\(b\) – Part 2](#)).

### **4.3 Screening Candidates**

*The purpose of the initial screening is to consider all candidates who meet the minimum advertised requirements and select those that are best suited for the vacant position. When screening candidates, it is imperative that they are all evaluated in a consistent manner and that any and all biases are eliminated. By doing so, only the most suitable candidates are selected and will move on to the interviewing stage of the recruitment and selection process.*



**Insert Company Name** is an equal opportunity employer and is committed to recruiting practices that ensure the selection of employees with the skills, qualifications and experience to meet the needs of the position. **Insert Company Name** will consider education, related experience, background references and behaviours demonstrated in the interview in making its hiring decisions. On the other hand, **Insert Company Name** will not base its decisions on the prohibited grounds of discrimination as outlined under the applicable human rights legislation.

### **(a) Reviewing Applications and Resumes**

Within the screening process, prospective employees will be required to submit an application form using the Application Form Template ([Form 4.3\(a\) – Part 2](#)) to the company, and in some cases, may submit a resume as well. Managers and/or Supervisors will review the application form to ensure that it is complete and that it contains no apparent inconsistencies.

A prospective employee should be advised that if they falsify their application form, it is grounds for termination.

### **(b) Telephone Screening**

In order to expedite the screening process, Managers and/or Supervisors at **Insert Company Name** may elect to conduct a telephone screening interview prior to the more formal interview process using the Telephone Interview Form ([Form 4.3\(b\) – Part 2](#)). The purpose of a telephone screening interview is to eliminate any prospective candidates based on their inability to meet certain requirements of the position (e.g., ability to work shifts, ability to lift a specified amount of weight, etc.)

## **4.4 Interviews**

*The purpose of the interview is two-fold: the employer needs to find out if the candidate is the best-suited individual for the job and the candidate must determine if the company and position suits their needs and expectations. First impressions make the strongest impact and therefore both the candidate and the company representatives should ensure that they are representing themselves appropriately.*

If a prospective candidate passes the screening stage of the recruitment process, a Manager and/or Supervisor at **Insert Company Name** will conduct a more formal interview with the candidate. The purpose of the interview is to

- review the candidate’s application in greater detail to verify the information outlined;
- find out about the candidate’s previous experience to assess their suitability for the position you are seeking to fill;
- ask questions about the candidate’s past behaviour as an indicator of future behaviour.

### **(a) Structuring the Interview**

Although every interview and interviewer is different, the following framework provides a suggested structure that Managers and/or Supervisors can refer to when conducting interviews at **Insert Company Name**.

## Procedure

1. **Application Form** – invite candidate to complete the Application Form Template ([Form 4.3\(a\) – Part 2](#)).
2. **Rapport Building** – welcome the candidate to the interview and put them at ease.
3. **Overview** – provide an overview of **Insert Company Name** and the job description for the position for which they are interviewing.
4. **Ask Questions** – use interview questions outlined in the Interview Guide ([Form 4.4 – Part 2](#)). Take notes during and after the interview.
5. **Answer Candidate Questions** – focus on candidate’s questions as they provide a great deal of information about the person’s character, values, attitude, drive, etc.
6. **Conclude Interview** – close the interview and advise the candidate about future steps such as a subsequent interview or test. You should not typically advise the candidate of their status during the interview.

### Below is a list of helpful interview guidelines.

- Review all applications.
- List the skills and requirements for the position you are trying to fill.
- Develop a list of questions that will help decide if the person being interviewed has the skills and requirements outlined in the Job Description.
- Use the Interview Guides ([Form 4.4 – Part 2](#)).
- Ensure that your interview questions do not violate the applicable human rights legislation (e.g., birthplace of candidate, religious affiliation, marital status, number of children, etc.).
- A good rule of thumb is **when in doubt, don’t ask the question**.
- Try to build rapport with the candidate.
- Plan for the interview. Follow the questions and set a time limit.
- Take careful notes during the interview that you can refer to when it is complete.
- Listen; encourage the applicant to do the majority of the talking (75%). A lot can be learned about an individual’s skills and experiences if the interviewer listens.
- Make every effort to draw out specific behaviours from the candidate’s past experiences. *Remember the best predictor of future behaviour is past behaviour.*
- Provide opportunity for the applicant to ask questions about the position and company. Always be honest in your responses. It is important to be truthful during the interview process.
- Let the candidate know when the hiring decisions will be made.
- Treat the candidate with dignity and respect at all times.

## (b) Types of Interview Questions

As a Manager and/or Supervisor, when you are preparing for the interview, please consider the different types of questions that you might ask. A list of the different types of questions is outlined below.

1. **Rapport-Building** – Sets the stage for the interview and encourages the candidate to provide an overview of themselves and make the transition into the structured part of the interview.
2. **Open-ended** – Requires the candidate to elaborate on a response and helps the Manager and/or Supervisor draw out information.
3. **Situational** – Sets up a potential situation that the candidate might encounter in a job-related situation at **Insert Company Name**.
4. **Reflective** – Encourages the candidate to think about their own strengths and areas of development or how others might describe them.
5. **Behavioural** – Asks the candidate experiences from their past that will assist the Manager and/or Supervisor to predict whether the behaviour will occur in the future. Use probing questions if the candidate answers with vague responses.

### 4.5 Conducting Reference and Background Checks

*The purpose of conducting a reference or background check is to give the candidate an opportunity to dispute or explain any inaccurate or incomplete information on their application. No matter what unpleasant associations background checks may bring up, they can form an important facet of the company's due diligence. If a satisfactory background check is a required condition of employment, this should be conveyed to the prospective employee in advance of the check and permission should be obtained.*

It is **Insert Company Name** policy that no candidate is hired until satisfactory reference checks have been obtained by the Manager and/or Supervisor using the applicable Reference Check Form ([Forms 4.5\(a\)\(b\)– Part 2](#)). When conducting reference checks, it is useful to speak to former managers and peers for a balanced view.

Reference checks are important for two reasons: they enable the Manager and/or Supervisor to validate any issues or concerns about the candidate that were discussed in the interview, and they enable the Manager and/or Supervisor to uncover new information from a source that was not discussed in the interview process. This might require a further interview with the candidate and a discussion to understand the issue

from the candidate’s perspective. In accordance with federal and provincial privacy legislation and, in some cases, to respect a candidate’s relationship with a current employer, it is important that a candidate’s consent is obtained prior to commencing a reference check on their behalf.

#### **4.6 Drug and Alcohol Testing**

Within Canada, drug and/or alcohol testing in the workplace is limited. Previous case law has determined that there are less intrusive methods to assess the ability to perform a position rather than resorting to drug and/or alcohol testing. However, there are certain industries (Trucking) or instances (safety-sensitive positions) where drug and/or alcohol testing has been approved.

Prior to implementing any type of drug and/or alcohol testing procedures in the workplace, it is recommended that an outside opinion be obtained.

#### **4.7 Post-Interview Activities**

*Once all facets of the recruitment piece have been satisfied, the company is now ready to move to the selection process by sending both offer and rejection letters. These advise the candidates of their current standing with the company and any conditions which they must consider in accepting or rejecting a position.*

There are a few post-interview activities that may be required which are dependent on whether the Manager and/or Supervisor wants to move forward with a candidate.

##### **(a) Letters of Offer**

If the Manager and/or Supervisor is satisfied with a particular candidate and wants to hire that person, it is **Insert Company Name** policy that a Letter of Offer ([Form 4.7\(a\),\(b\) – Part 2](#)) be presented and signed prior to the candidate commencing their first day of work. A candidate should not be permitted to start work without the signed offer.

##### **(b) Letters of Rejection**

Although it is not a legal requirement, it is good business practice that a Manager and/or Supervisor complete a Letter of Rejection ([Form 4.7\(c\) – Part 2](#)) for those candidates who were interviewed by **Insert Company Name** but were ultimately unsuccessful. The Letter of Rejection portrays the company in a positive manner while at the same time providing the necessary closure for the candidate.

#### 4.8 Pre-Employment Activities

*The purpose of pre-employment activities is to ensure that all legislative and company requirements have been satisfied in an accurate and timely fashion. It is recommended, where possible, that these forms be completed prior to the commencement of the new hire, or on the first day that they report to work.*

It is **Insert Company Name** policy that all documentation for any new hires be submitted accurately and in a timely manner. This set of documents will ensure that the new hire is properly set up in the company payroll system and that all legal aspects have been met (e.g., Tax form, Social Insurance Number, etc.). In order to track that the new hire documentation is complete, Managers and/or Supervisors are expected to use the New Hire Checklist ([Form 4.8 – Part 2](#)).

#### 4.9 Orientation

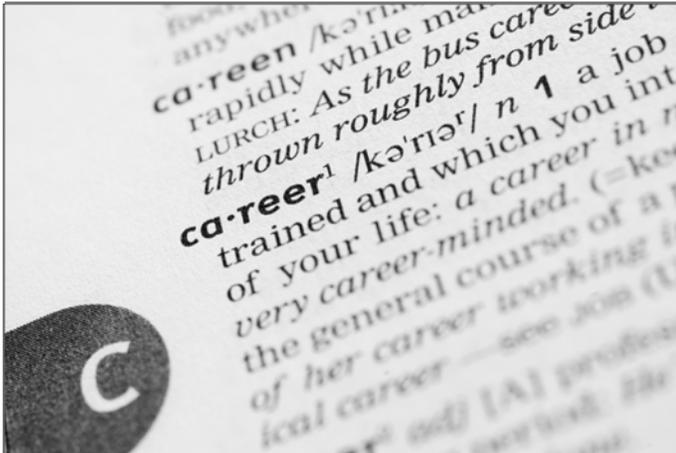
*Orientation is the company’s opportunity to lay a solid foundation for a productive, loyal, and healthy relationship with a new employee. When workers understand and can implement correct and efficient operating procedures, their productivity is much higher, workplace accidents are fewer, and the quality of the product is better. Orientation is also a time to get workers on-board – to fit in with company goals and objectives by increasing their knowledge, and consequently increasing their happiness, motivation and security.*

All new employees hired at **Insert Company Name** are expected to receive an effective orientation process from their Manager and/or Supervisor within the first week of their employment. An effective orientation process is critical for both employees and employers. For employees, it enables them to integrate into the workplace more quickly, make a contribution and represent the company. For employers, it increases the opportunity that the new hire will stay with the organization and a strong orientation process is correlated with a higher level of employee engagement.

The following is a general checklist ([Form 4.9 – Part 2](#)) that a Manager and/or Supervisor should follow during an orientation process.

- **Administrative Paperwork** – The Manager and/or Supervisor should review all new hire paperwork with the employee on their first day. Reference can be made to the New Hire Checklist ([Form 4.8 – Part 2](#)).
- **Create Comfort and Respect** – The Manager and/or Supervisor should introduce the new employee to their co-workers, provide a facility tour including pointing out the location of washrooms, fire exits, fire extinguishers and first aid kits.

- **Health and Safety** – The Manager and/or Supervisor should explain **Insert Company Name's** emphasis on health and safety and should review the Health and Safety Policy Statement ([Form 3.4 – Part 2](#)).
- **Review Policy Manual** – The Manager and/or Supervisor should review the **Insert Company Name** Policy Manual to ensure that the employee understands what is expected of them. Ideally, the employee will sign an acknowledgement form confirming that they have reviewed and understand the contents.
- **Review Job Responsibilities** – The Manager and/or Supervisor should review the employee's job description ([Form 4.1 – Part 2](#)) to ensure that the new employee is aware of their duties and responsibilities as well as their decision-making authority. The Manager and/or Supervisor should also reinforce the performance management process and encourage the new employee to speak to them if there are any issues.



## SECTION 5 – TYPES OF EMPLOYMENT

### 5.1 Benefits Eligibility

*Benefits eligibility will vary considerably depending on the values, cost and benefits carrier of the company. Some companies strongly advocate benefits and contribute significant funding to providing employees with company-paid benefits such as medical, dental, vision care, disability insurance, and company savings plans. There are other companies that allow employees to participate in benefits plan, however benefits are employee-paid. It is recommended that each employment status be reviewed to determine the eligibility for benefits ([Form 5.1 – Part 2](#)).*



### 5.2 Independent Contractor versus Employee

*For certain projects, companies may elect to hire an employee or an independent contractor. In these cases, companies should set up the relationship to reflect the work that the person is actually doing. If the person is performing the work as an employee, they should be hired as such. Alternatively, if the person is performing more of an independent contractor role, this should be evident in their proposed and actual responsibilities. Failing to properly classify this person may have negative consequences for both the company and the individual.*

**An example of the Independent Contractor versus Employee Policy is outlined below.**

The question of whether an individual is an Independent Contractor or an Employee has significant implications for both **Insert Company Name** and the individual.

For the company, a determination of employee status can mean statutory liability for income tax, Employment Insurance premiums, and Canada Pension Plan, as well as potential employment standards obligations for statutory holidays, vacations, notice and severance pay. For the individual, the determination can impact their right to employment insurance benefits along with rights outlined under the applicable employment standards legislation.

The four-factor test that is most often used is as follows: Control of Work; Ownership of Tools; Change of Profit; Risk of Loss.

In order to prevent any potential liability, it is recommended that Managers and/or Supervisors conduct an assessment of the above factors to assist in determining whether an individual is an Independent Contractor or an Employee ([Form 5.2 – Part 2](#)).

### 5.3 Full-Time versus Part-Time Employee Status

*This section is important for properly classifying an employee for payroll and benefit purposes. For example, if an employee is classified as part-time but actually works full-time hours, they may be entitled to benefits. In other cases, an employee may be treated as full-time even though they are not working on a full-time basis. Therefore, employers should attempt to outline the various classifications of employees in order to ensure that employees receive what they are entitled to.*

**An example of a Full-Time versus Part-Time Employee Status Policy is outlined below.**

At **Insert Company Name**, there are several different categories of employees and they are treated differently for payroll and benefits purposes. A list of the categories follows.

**Full-Time** – Employees who work a regular shift with a minimum of **Insert Threshold # of Hours** per week. This category of employee will be entitled to benefits (if applicable).

**Part-Time (Permanent)** – Employees who work a regular shift yet work fewer than the **Insert Threshold # of Hours** per week. They may or may not be entitled to benefits (if applicable).

**Part-Time (Casual)** – Employees who work on an ‘on-call’ or ‘casual’ basis either during certain peak periods (e.g., summer months, holidays, etc.) or a limited number of hours sporadically. This category of employee is typically not eligible for benefits (if applicable).

**Contract Employees** – Employees hired for a limited period of time are considered contract employees if their employment has a start date and an end date. This category of employee is typically not eligible for benefits (if applicable).

In the event that there is a change of status with an employee, the Manager and/or Supervisor is required to complete the Employee Status Change Form ([Form 5.3\(b\) – Part 2](#)) in order to properly document the change.

## SECTION 6 – VACATIONS/HOLIDAYS/LEAVES

### 6.1 Bereavement Leave

*The purpose of a Bereavement Leave Policy is to ensure that employees, who suffer a death in their immediate family, are given sufficient time to grieve their loss and to take care of any family and/or legal issues. Bereavement Leave is often a sensitive and difficult issue for employees, and employers should be mindful to deal with employees in a dignified and respectful manner under these circumstances.*

**An example of a Bereavement Leave Policy is outlined below.**

Paid Bereavement Leave will be granted to employees who have completed their probationary period, and who have suffered a death in the immediate family. For the purposes of this policy the term “immediate family” includes a child, spouse (including common-law spouse), parent, parent’s spouse, mother-in-law and father-in-law and their spouses, sibling, grandparent, grandchild and relative who lives with the employee permanently or with whom the employee lives.

The period of Bereavement Leave will be up to three (3) working days immediately following the date of death ([Form 6.5 – Part 2](#)). The purpose of the leave is to permit the employee to attend to issues (family and/or legal) and/or to attend the funeral.

Individual circumstances may require special consideration including an extension of the period of leave. In most situations, such extensions will be treated as a leave of absence without pay. Please refer to your Manager and/or Supervisor for guidance in these situations.

### 6.2 Elections

*Employers are encouraged to support their employees’ democratic right to vote in a federal, provincial or municipal election. In developing a policy on this topic, employers should refer to the governing legislation in their jurisdiction and implement a policy that balances the rights of an employee to vote versus the rights of a company to manage its business.*

**An example of an Elections Policy is outlined below.**



**Insert Company Name** supports the right of all its employees to exercise their democratic right to vote during a municipal, provincial or federal election and will comply with the provisions of

the applicable legislation governing elections. The legislation that applies in each situation depends on whether the election is at the municipal, provincial or federal level.

Hourly paid employees who require and who request time off to vote will not be paid for the hours off. However, they will not be penalized in any other way.

### **Federal Elections**

During a federal election, the governing legislation is the *Canada Elections Act*. Under this statute, the following rules apply:

- Every **Insert Company Name** employee who is qualified to vote shall, where the polls are open on the day of an election, have three (3) consecutive hours to vote. If the hours of employment do not allow for three (3) consecutive hours, the company shall provide additional time for voting as may be necessary to provide for three (3) consecutive hours.
- All employees who require time off to vote will be paid for their normally scheduled hours.
- The specific time granted for voting shall be at the discretion of the company.

### **Provincial Elections**

For provincial elections, it is recommended that employees refer to the Provincial *Election Act* for the specific rules. The rules governing provincial elections vary between jurisdictions.

## **6.3 Jury Duty and Crown Witness**

*It is prudent for employers to recognize the civic responsibility of serving as a member of a Jury or as a Crown witness. Employers can do this by implementing a Jury Duty and Crown Witness Policy that provides a period of paid leave for their employees who are elected for Jury Duty or subpoenaed to serve as a witness. Like other authorized leaves, employers should try to balance their support for employees against their ability to operate the business and the policy should reflect both parties' interests.*

### **An example of a Jury Duty and Crown Witness Policy is outlined below**

In the event that an **Insert Company Name** employee is selected for jury duty or subpoenaed by the Crown to serve as a witness, the employee will receive an excused leave of absence with pay for scheduled work time and will complete a Non-Medical Leave of Absence Form ([Form 6.5 – Part 2](#)). A copy of the jury duty notice or subpoena must be given to the Manager. Please note that there is no statutory limit to the amount of time off that will be provided for jury duty.

However, the maximum amount of time for a leave of absence with pay, will be **Insert Maximum Time-Off -With-Pay Determined by Insert Company Name.**

Employees shall be required to submit the fee received for their services as a juror or witness to their Manager to be deducted from their pay. If an employee does not receive a fee, the employee must provide written confirmation from the court that no fee was paid.

In the event that **Insert Company Name** requires the employee at work under exceptional circumstances, the Manager and/or Supervisor may elect to write a letter (**Form 6.3 – Part 2**) requesting that the employee be excused from Jury Duty and outlining the reasons for this request. Given the importance of Jury Duty as a civic responsibility, the use of this letter will be the exception.

#### **6.4 Medical/Sick Leave**

*One of the most controversial topics in the workplace today is the most effective way to manage sick leave claims. Although employers acknowledge that employees are legitimately ill and require accommodation from the employer, there are those cynics who believe that sick leave occurs too often and there is abuse from certain employees. It is the employer's right to provide any paid sick days to employees, and those employers who provide this benefit should, at a minimum, insist that their employees provide the supporting medical documentation to substantiate their claim.*

**An example of a Medical/Sick Leave Policy is outlined below.**

As an employee of **Insert Company Name**, you may be eligible for paid sick days in the event of short-term illness or non-work-related injury. For longer periods of absence, **Insert Company Name**, provides medical leaves of absence without pay to employees who are temporarily unable to work due to a serious health condition or disability.

**(Insert next paragraph if Company has Short-Term Disability Policy)** In some cases, the employee may be eligible for Short-Term Disability (STD) commencing on **Insert start date following commencement of medical leave.** **Insert Company Name** will continue to provide certain health insurance benefits for the full period of the approved medical leave.

#### **Procedure**

1. An employee requesting a Medical Leave of Absence (MLOA) shall first complete the Medical Leave of Absence Form (**Form 6.4 – Part 2**) which shall be signed by the employee and the Manager and/or Supervisor.
2. The form submitted by the employee shall include an Attending Physician's Statement verifying the need for medical leave and outlining the expected duration of the leave. Employees returning from medical leave must submit a subsequent Attending

Physician’s Statement verifying their ability to return to work and any outlining restrictions.

3. In order to properly schedule an employee's return to work, an employee on MLOA is requested to provide **Insert Company Name** with as much advance notice of the date the employee intends to return to work as possible. When a medical leave ends, the employee should be reinstated to the same position, if it is available, or to an equivalent position for which the employee is qualified.

## 6.5 Personal Leave of Absence

*The decision for an employer to grant a Personal Leave of Absence is at their discretion and is often for compassionate reasons or for reasons that will ultimately benefit the company. Personal Leaves of Absence need to be managed carefully and employers need to ensure that the proper approval process is in place to maintain control. Personal Leaves of Absence are almost always unpaid and for the benefit of the employee.*

**An example of a Personal Leave of Absence Policy is outlined below.**

A Personal Leave of Absence (PLOA) without pay may be granted to employees for legitimate personal reasons. The decision to grant a PLOA is at the sole discretion of **Insert Company Name** and will be reviewed on a case-by-case basis.

Employees are expected to provide as much advance notice of the PLOA as possible except in emergency circumstances (e.g., family illness) where the notice requirement may be waived. Employees are also required to use their vacation entitlement prior to taking a PLOA.

### Procedure

1. An employee requesting a PLOA shall first complete the Non-Medical Leave of Absence Form ([Form 6.5 – Part 2](#)).
2. The employee’s request for a PLOA will not be approved without the signature of the employee’s Manager and/or Supervisor.
3. Employees shall provide a telephone number where there can be reached in the event that there is an emergency during their PLOA.

## 6.6 Pregnancy/Parental/Adoption Leave

*The birth or adoption of a child is one of the most significant events in a person’s life. This policy is intended to recognize the significance of this event. At a minimum, employers must comply with their applicable legislative requirements governing pregnancy, parental and adoption leaves both during the pregnancy and when the employee returns to work. In some cases, employers may elect to provide enhanced benefits to employees beyond what is offered by the legislation. Although this is a cost to employers, it is used as an incentive to attract and*

*retain top employees in a company. Employers should also recognize the differences between provincial legislation when they introduce this policy.*

**An example of a Pregnancy/Parental/Adoption Leave Policy is outlined below.**

It is **Insert Company Name's** intention to facilitate reasonably flexible arrangements for the benefit of employees at the time of the birth (or adoption) of a child. All employees, who have completed their three-month probationary period, are eligible for unpaid pregnancy, parental or adoption leave.

Employees who apply for pregnancy, parental or adoption leave are entitled to do so under the applicable provincial legislation. Given the differences in legislation across regions, it is recommended that employees carefully review the legislation applicable to them prior to notifying their Manager and/or Supervisor of any upcoming leave.

**Insert Company Name** will continue to provide certain benefit coverage (if the employee is entitled to benefits) for the full period of the approved leave. Other benefits, such as vacation or statutory holiday benefits, will be suspended during the leave and will resume upon return to active employment.

In most provinces, employees returning from pregnancy or parental leave will be reinstated to the same position where it still exists, or to a comparable position at the same location if the original position does not exist. They will receive the equivalent salary and benefit level which would have been in effect had they not taken the leave. In addition, **Insert Company Name** shall keep the employee informed of promotions or training opportunities for which the employee is qualified that arise during the period when the employee is on leave.

### **Procedure**

1. The employee shall provide their Manager and/or Supervisor with as much advance notice as possible of the anticipated date of delivery (a minimum of two weeks' notice in advance is required in Ontario) and the anticipated return to work date.
2. Employees are also required to complete a Non-Medical Leave of Absence Form ([Form 6.5 – Part 2](#)) and ensure that the form is signed by the employee and his/her Manager and/or Supervisor. A pregnant employee shall attach a medical certificate and an employee applying for parental or adoption leave shall attach a copy of the child's birth certificate.
3. An employee who wishes to change the date of their return to work must notify their Manager and/or Supervisor with as much notice as possible.

## 6.7 Religious Leave

*Human rights legislation includes religion as one of the prohibited grounds of discrimination, meaning that employees cannot be treated differently due to their religious affiliation. The religious leave policy provides that employers will accommodate employees during religious observances without pay by providing the time off. If granting the time off will create undue hardship for employers they may argue that they cannot accommodate. However, both employees and employers are encouraged to be creative when dealing with requests for religious leave.*

**An example of a Religious Leave Policy is outlined below.**

**Insert Company Name** recognizes the diverse nature of its workforce and the many recognized religions practiced by its employees. As such, time away for religious observance may be accommodated as part of the employee's vacation or an unpaid leave of absence, subject to the terms of the PLOA policy and the approval of the employee's Manager and/or Supervisor and operational requirements.

Consistent with its commitment to Employment Equity and Human Rights, the company will strive to accommodate the needs of those employees who wish to recognize religious holidays which are not legislated. Employees should schedule religious observance days early in the year and should notify their Manager and/or Supervisor in order for the company to plan accordingly.

### Procedure

1. The employee must request approval to schedule a day(s) off for observance of religious holidays at least four (4) weeks in advance of the required day(s) in order to accommodate alternate scheduling if necessary ([Form 6.5 – Part 2](#)).
2. If the days are scheduled and taken for observance of religious holidays, they will be recorded as such on the employee's attendance record.

## 6.8 Statutory Holidays

*Under employment standards legislation, each province outlines the specified statutory holidays that employees are entitled to take with pay. There is wide variation between the provinces and employers need to understand their specific provincial requirements when outlining the company policy in this area. There should be consideration given to the eligibility requirements for a statutory holiday when an employee is on vacation or some type of leave. In some cases, employers may also provide floating days in addition to the legislated holidays as a benefit.*

**An example of a Statutory Holiday Policy is outlined below.**

The public holidays on which all eligible employees in each province are entitled to a day off with pay include the following:

	Alberta	BC	Sask	Manitoba	Ontario	Quebec	NS	PEI	NB	NFLD & Labrador
New Year's Day	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Family Day	✓		✓		✓					
Good Friday	✓	✓	✓	✓	✓		✓	✓	✓	✓
Easter Monday						✓				
Victoria Day	✓	✓	✓	✓	✓	✓		✓		
Canada Day	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Civic Holiday		✓		✓	✓				✓	
Labour Day	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Thanksgiving	✓	✓	✓	✓	✓	✓				
Remembrance Day	✓	✓	✓				✓	✓	✓	
Christmas Day	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Boxing Day					✓					
B.C Day		✓								
Louis Riel Day				✓						

**Eligibility for Holidays**

The eligibility for Statutory Holidays varies across provincial jurisdictions. **Please note that the example outlined below is specific to Ontario's provincial legislation regarding Statutory Holidays.**

In Ontario, an employee is eligible for statutory holiday pay if he/she:

- (a) is employed for greater than three (3) months;
- (b) has earned wages during the four (4) work weeks immediately preceding the public holiday;
- (c) reports to work on his or her last scheduled regular day of work prior to the public holiday and his or her first scheduled day of work following the public holiday;
- (d) has agreed to work on a public holiday and provides reasonable cause for his or her failure to report for and perform the work; or
- (e) is not employed under an arrangement whereby the employee may elect to work or not when requested to do so.

## Miscellaneous Holiday Guidelines

Employees in Ontario who are paid on an hourly basis, shall for a statutory holiday on which they do not work be paid the equivalent of the wages they would have earned at their rate.

An employee who is required to work on a statutory holiday will be paid 1.5 times their hourly rate of pay for all hours worked that day in addition to receiving a regular day's pay or a paid holiday at some other time which is mutually convenient to the employee and the company.

Where a statutory holiday falls upon a working day for an employee, **Insert Company Name** may by agreement with the employee substitute another working day for the holiday, which day shall not be later than the next annual vacation of the employee and the day so substituted shall be deemed to be the public holiday.

Where a statutory holiday falls on a non-working day for an employee or in the employee's vacation, **Insert Company Name** shall pay the employee his or her regular wages for the public holiday or designate a working day that is not later than the next annual vacation of the employee and the day so designated shall be deemed to be the public holiday.

In certain cases, the company may, at its sole discretion, agree to provide shut-down days (e.g., the period of time between Christmas and New Year's) or floating holidays in addition to the statutory holidays required by the applicable provincial legislation.

## 6.9 Vacations



*In today's fast-paced and competitive business environment, it is important for employers to recognize and promote the work/life balance for their employees. In doing so, employers can emphasize the value of vacation time and insist that their employees take advantage of time away from work. Employers should implement a policy that encourages employees to take time off and should minimize those situations where an employee's vacation time is denied. While it may create short term challenges, the employer will have more engaged employees in the long term.*

**An example of a Vacation Policy is as outlined below.**

The **Insert Company Name** Vacation Policy is designed to provide each employee with the opportunity for adequate rest and relaxation. **Insert Company Name** strongly recommends that employees take their allotted vacation time every year. Employees will be unable to receive vacation pay without taking the vacation time off.

Vacation time is based on the length of continuous service and is calculated from **Insert either the Anniversary Date of Hire or the Calendar Year (January to December)**. Vacation time (not vacation pay) will continue to accrue during certain unpaid leaves of absence in accordance with the applicable provincial legislation.

All vacation entitlement shall be taken during each year and shall not be permitted to be carried over to the next vacation year (**Insert Anniversary Date or Calendar Year**). However, in exceptional circumstances, the Manager and/or Supervisor may permit unused vacation to be carried over.

### Eligibility

Employees are required to **Insert Time Period that Employee is required to complete (3 months, 6 months, 1 year)** before being eligible to take vacation. Accrued vacation days taken prior to **Insert Above Time Period** must be approved in writing by the Manager and/or Supervisor using the Vacation Request Form ([Form 6.9 – Part 2](#)).

### Vacation Entitlement

Vacation entitlement is based on years of continuous service with **Insert Company Name**. In other words, the longer you have been with the company, the greater the amount of vacation entitlement.

**An example of a vacation entitlement schedule is outlined below.**

Completion of 1 year but less than 5 years	10 days vacation with pay (.833 days per month)
Completion of 6 years but less than 10 years	15 days vacation with pay (1.25 days per month)
Completion of 10 years	20 days vacation with pay (1.67 days per month)

### Part-Time Employees

Vacation pay is paid in accordance with applicable legislation, based on earnings.

### Procedure

1. An employee shall submit a Vacation Request Form ([Form 6.9 – Part 2](#)) at least **Insert # of Weeks** prior to the requested time off. All requests are subject to the approval of the Manager and/or Supervisor after reviewing the requirements and other requests for vacation.
2. No vacation pay shall be paid in advance of the vacation being earned. **Insert Company Name** shall pay an employee's vacation pay at the time that the vacation is taken.

**Leaves of Absence, Vacations and Termination**

In the event that an employee takes any unpaid leaves during the vacation year, their vacation pay entitlement will be prorated to reflect the number of weeks they were actively at work.

If a paid holiday falls within an employee's vacation, the employee is entitled to an additional day off with pay. All outstanding vacation pay earned will be paid out upon termination.

## SECTION 7 – COMPENSATION AND BENEFITS

### 7.1 Eligibility for Benefits

**Insert this Policy only if Insert Company Name provides Group Insurance Benefits for Employees**

**Insert Company Name** provides a wide range of group insurance benefits for its employees and their dependents (if applicable). All full-time employees are eligible for benefit coverage after the **Insert Benefit Waiting Period – 3 months or 6 months or a different waiting period based on level (Form 7.1 – Part 2)**.

#### Procedure

Each eligible employee is encouraged to read the **Insert Company Name** Group Insurance Benefits Summary provided, which outlines the elements of the benefits plan. All questions should be directed to **Insert Designated Benefits Contact**. Specific questions relating to details in coverage or on a payment of a claim should be directed to the benefits carrier customer service department.

**Insert the applicable elements that may be covered under a Group Benefits Plan. An example is outlined below.**

The Benefits Plan includes the following:

- Life Insurance
- Accidental Death, Dismemberment
- Short-Term and Long-Term Disability
- Extended Health Benefits
- Dental Coverage

**Insert Company Name** reserves the right to amend such programs as may be required. Employees should also note that in addition to Group Insurance Benefits, there are other incentives that **Insert Company Name** provides to its employees, including **Insert Other Incentives**.

In the event of termination of employment for any reason (voluntarily or involuntary) or if an employee is on leave (medical, personal, pregnancy, parental or adoption), employees should speak with the designated benefits contact in the company.

## 7.2 Hours of Work and Overtime



*One of the most important aspects of an employee's job is being aware of their normal start and end times for work. Although this may vary by industry and job, providing a general guideline is recommended, because it reinforces the company's expectations regarding hours of work. It is also important that a company communicates to its employees that there may be variations and the hours of work are a guideline only. In the event that an employee exceeds their normal number of hours, they may be entitled to overtime depending on their duties and responsibilities. While employees who exercise managerial functions are exempt from overtime, all other employees are not and it is important to document the overtime policy for the company. This policy cannot be less than the applicable provincial legislation.*

**An example of an Hours of Work and Overtime Policy is outlined below.**

Hours of work may vary by location and/or department depending on the requirements of the department, customers or job function. It is the Manager and/or Supervisors responsibility to ensure that all **Insert Company Name** employees are aware of their normal hours of work including start and finish times, break times and meal times. Ideally, the normal work week will be communicated in writing. It should be noted that **Insert Company Name** does not guarantee hours of work for any employees. The times provided are the normal hours and there may be fluctuations based on business volumes.

Changes to the normal work hours, break and meal times may be made at the Manager and/or Supervisor's sole discretion as required, based on operational requirements and the necessity of meeting the needs of the business. Managers and/or Supervisors shall also acknowledge that there is a maximum of hours of work permitted in each province and should refer to the applicable employment standards legislation.

**Insert Company Name's** objective is to keep overtime hours to a minimum. However, **Insert Company Name** recognizes that from time to time, employees may be required to work beyond the regular hours of work to satisfy the demands of the business and to meet operational requirements. **Insert Company Name** strives to distribute all overtime work as equally as possible among employees who are capable of performing the work. To do so, employees are requested to complete the Overtime Sign-up Form ([Form 7.2\(b\) – Part 2](#)).

## Procedure

1. All overtime must be authorized by the Manager and/or Supervisor using the Overtime Authorization Form ([Form 7.2\(a\) – Part 2](#)) prior to the employee working the overtime hours.
2. Overtime shall be compensated by the payment to an employee of overtime pay. Alternatively, an employee may be permitted to take time off in lieu of payment only if they have obtained a written agreement (outlining the date and number of overtime hours worked) from **Insert Company Name**. This agreement must be in accordance with the applicable provincial legislation.
3. Overtime pay and time off in lieu of overtime pay will vary across provinces. Managers and/or Supervisors should refer to the above summary to understand the requirements for overtime pay in their respective region.

### 7.3 Payroll Cycles and Direct Deposit

*One of the most significant aspects for an employee in the workplace is their paycheque. The Payroll Cycle and Direct Deposit Policy is designed to outline the timing of payroll for employees (i.e., weekly or bi-weekly) as well as the method of payment (i.e., manual or direct deposit). This is a straightforward policy that provides information to employees.*

**An example of a Payroll and Direct Deposit Policy is outlined below.**

All **Insert Company Name** employees are paid on a **Insert Weekly or Bi-weekly** basis and **Insert Current or One Week in Arrears** on **Insert Pay Day**.

Employees will be on by a direct deposit system (**Insert if applicable**) whereby their **Insert Weekly or Bi-weekly** pay will be directly deposited into their bank accounts. In the event that an employee changes banks, branches or accounts, it is their responsibility to provide a new voided cheque to the designated payroll person. Each pay period, employees will also receive an itemized pay stub outlining their earnings and statutory deductions.

In the event that **Insert Company Name** is transitioning from a manual to direct deposit system, it is recommended that the change is communicated to the employees using a Direct Deposit Memo ([Form 7.3 – Part 2](#)).

### 7.4 Statutory Deductions

*The Statutory Deductions Policy is designed to highlight the specific deductions from an employee's paycheque. Ideally, an employer should communicate this policy during the employee's first day of work to ensure that the employee understands what will be deducted on their first pay period. Although there may be specific provincial differences, the main deductions (i.e., Employment Insurance, Canada Pension Plan and Income Tax) are Canada-wide.*

**An example of a Statutory Deductions Policy is outlined below.**

As required by federal and provincial legislation, all applicable income taxes, Employment Insurance premiums and Canada Pension Plan deductions will be withheld from an employee's gross pay each pay period. In addition, some deductions may be taken for Group Insurance Benefits plans (if applicable) for employees. There may be specific statutory deductions applicable in certain provinces and it is recommended that Managers and/or Supervisors verify this information with their designated provincial contact.

### **7.5 Use of Timecards/Timesheets**

*The Use of Timecards/Timesheets Policy helps reinforce to employees the importance of documenting their time for payroll purposes. It is important to set out the consequences for failing to document or improperly documenting their time. In some cases, employees are not aware of the guidelines regarding timecards and timesheets and it is prudent for employers to advise employees of the expectations and the consequences for failing to comply.*

**An example of a Use of Timecards/Timesheets Policy is outlined below.**

**Insert Company Name** uses **Insert Timecards or Timesheets** for employees to record the start and end times of their shifts and, in some cases, meal breaks.

The following guidelines regarding the use of timecards and/or timesheets should be communicated to employees or posted on the bulletin board at your location ([Form 7.5 – Part 2](#)).

- Employees are required to punch their own timecards or sign their own timesheets. It is a violation of **Insert Company Name** policy for someone else to punch another employee's timecard, or to sign a timesheet on behalf of another employee.
- Any discrepancy in a timecard or timesheet affecting an employee's pay, shall be brought to the attention of the Manager and/or Supervisor who shall make a final decision on the matter.
- If an employee falsifies a timecard or timesheet, the employee should be aware that this conduct constitutes a Breach of Trust (i.e., time theft) and the employee will be subject to discipline up to and including termination.

### **7.6 Wage Increases and Salary Surveys**

*In order to ensure that wages remain competitive, employers will often review their internal compensation on a regular basis and/or participate in wage/salary surveys looking at the wages of competitors or other companies within their geographic region. Both internal and external surveys have value and this policy outlines the key points that would be communicated to staff.*

**An example of a Wage Increases and Salary Surveys Policy is outlined below.**

**Insert Company Name** strives to compensate all employees fairly and competitively and from time to time will engage in wage and/or salary reviews. The objectives of the wage and/or salary administration program are as follows:

1. To allow the company to attract and retain the best qualified people for each job classification;
2. To ensure that the wages and/or salary ranges are competitive; and,
3. To support the company's belief that pay should be linked to performance.

**Insert Company Name** wages and salary ranges are based on information derived by examining external values of similar jobs in the markets within which we compete.

Wage and/or salary increases may occur in two different scenarios:

### **1. Merit Increases**

Annually, on **Insert Company Performance Review Salary Date**, a merit increase may be considered for those employees who meet/exceed performance expectations. There is no guarantee of an increase ([Form 7.6– Part 2](#)).

### **2. Promotion or Layoff**

When an employee is promoted to a higher position, consideration will be given for a corresponding increase in salary.

When an employee moves into a higher skilled position, the employee is typically paid at the wage corresponding to that position. When an employee moves into a position in a lower skilled position, either to avoid layoff or at their own request, the employee will be paid at the wage rate corresponding to the lower position.

## SECTION 8 – TERMINATIONS

### 8.1 Conducting Reference Checks for Former Employees

*Historically, companies used to provide reference checks on behalf of former employees. In Canada, this practice has changed due to reluctance on the part of employers and the introduction of privacy legislation in certain provinces, which restricts the use and disclosure of personal information. Therefore, companies should be prudent when providing references for former employees and, at a minimum, should not do so unless they have obtained the former employee's written consent.*

In accordance with federal and provincial privacy legislation as outlined under the *Privacy Policy (Policy 3.5 – Part 1)*, it is **Insert Company Name's** policy not to release any information, including verification of employment or performance, terms of employment, address or other personal information, without the written consent of the individual. This applies to both current and former employees.

In some cases, **Insert Company Name** will be willing to provide a Confirmation of Employment Letter ([Form 8.1 – Part 2](#)) provided the former employee has given their written consent for such a letter.

### 8.2 Exit Interviews

*Exit interviews are typically conducted by a human resources representative or a senior person within an organization. Exit interviews are an opportunity for the company to assess why an employee is leaving the company. They are also used to assist the employer in improving their work practices. If a theme is identified in an exit interview it may result in the change of work practices in order to prevent the same issue(s) from occurring in the future. Exit interviews are done for employees leaving voluntarily and not for those employees who have been terminated.*

In an effort to improve retention and to promote a more positive work environment, **Insert Company Name** will typically schedule exit interviews at the time of voluntary termination due to retirement or resignation. The purpose of the exit interview is to discuss opportunities to improve the work environment and for the employee to advise their Manager and/or Supervisor what **Insert Company Name** did well, what they could have done differently, and what they should continue doing.

The employee who is leaving is encouraged to be candid during the exit interview process and, in many cases; this information is a valuable source to assist the company in changes to their work environment.

The Manager and/or Supervisor conducting the exit interview should use the Exit Interview Template ([Form 8.2 – Part 2](#)) and the information shall be placed in the employee's personnel file at the end of the interview.

### 8.3 Layoffs

*Layoffs occur in the event that a company is required to restructure its workforce on a temporary or permanent basis. A layoff may result from an economic slowdown, the loss of a major customer, the seasonality of a business or for other unpredictable reasons. The treatment of layoffs differs within industries, however, the outcome is a reduction of the workforce.*

In the event that there is a change in the business and/or an economic slowdown, which requires **Insert Company Name** to reduce its workforce, the company will comply with the applicable notice requirements and continuation of Group Insurance Benefits (if applicable) outlined under provincial legislation. **Insert Company Name** will make an effort to reassign employees who are subject to layoff prior to discontinuing their employment.

Layoffs will be implemented based on the employee's skills, abilities and qualifications to perform the required work, as well as the employee's attendance and performance record. If these elements are equal, the layoffs will take place in the reverse order of hire (i.e., the junior employees will be laid off first) ([Forms 8.3 \(a\)\(b\) – Part 2](#)).

### 8.4 Resignations

*In most provincial jurisdictions, there is no statutory requirement to provide notice of resignation. A company may require the an employee provide notice of resignation in an employment agreement or as part of the company policy. It is prudent for employees to provide advance notice given that it enables the employer to prepare for the resignation and it helps to promote positive future relations between the employee and employer.*

It is considerate of your co-workers as well as effective business practice to resign your position on positive terms with your employer. Therefore, **Insert Company Name** requests that any employee who voluntarily resigns from his/her employment provides notice of such resignation in writing at least two (2) weeks prior to the resignation taking effect.

It is recommended that an exit interview be conducted for the reasons outlined under the *Exit Interview Policy* and employees should be advised about the opportunity to be re-hired if they have a solid attendance and performance record and if they provide the appropriate amount of notice when they resign.

In the event that an employee resigns and a written resignation letter is not forthcoming, the Manager and/or Supervisor is required to confirm acceptance of the employee's resignation using the Confirmation of Resignation Letter ([Form 8.4 – Part 2](#)).

## Procedure

1. The Manager and/or Supervisor is responsible for completing the Employee Status Change Form ([Form 5.3\(b\) – Part 2](#)) upon receiving confirmation that an employee has resigned. This form will initiate the termination process and ensure that the employee is issued a Record of Employment and receives their final pay and any outstanding vacation monies.
2. The Manager and/or Supervisor is also responsible for collecting any personal items from the employee upon the date of resignation (e.g., keys, company telephone, computer, etc.).

## 8.5 Retirement

*In certain provincial jurisdictions (e.g., Ontario) it is illegal to mandate that employees retire at the age of 65. Employees elect to retire for a variety of different reasons (e.g., the demands of the job, the opportunity to travel or change careers, the eligibility for a pension plan, etc.). Retirement is often a difficult transition for many employees and companies should establish policies to assist employees during this time.*

**Insert Company Name** recommends that its employee retire at age 65 due to the physical demands of working in the industry along with the importance of enjoying their retirement.

It should be emphasized that Group Benefits Insurance coverage (if applicable) will no longer be provided to those employees who continue working beyond age 65.

## Procedure

1. The Manager and/or Supervisor is responsible for completing the Employee Status Change Form ([Form 5.3\(b\) – Part 2](#)) upon receiving confirmation that an employee will be retiring. This form will initiate the retirement process and ensure that the employee is issued a Record of Employment, paid out any final monies, and is advised of their post retirement options.
2. The Manager and/or Supervisor is also responsible for collecting any personal items from the employee effective their date of resignation (e.g., keys, company telephone, etc.).

## 8.6 Termination With and Without Cause

*One important management right is the ability to terminate employees both with and without cause. Terminating an employee can be simple or, due to the specific circumstances, might involve complexities that require legal and/or human resources support. Employers should be*

*mindful of the liability that may result from an improper termination and it is recommended that careful planning and coordination be undertaken prior to any termination.*

Within the probationary period, an employee may be terminated without notice given that this period (typically 3 months) permits the employer to assess the employee's suitability.

An **Insert Company Name** employee may be terminated for just cause in cases including, but not limited to, ongoing performance issues or more serious infractions such as theft, harassment, vandalism or gross misconduct. In the case of a termination for cause, there is no requirement to give notice or pay in lieu of notice and severance (if applicable) to the employee. From the employer's perspective, a termination with cause saves money but is risky and often requires a significant amount of resources.

Alternatively, an employee may be terminated at any time and for any reason provided the employee is given reasonable notice or pay in lieu and severance (if applicable) in accordance with the governing provincial legislation. If an employee has been given notice of termination, they are obligated to work out the period of notice as requested by **Insert Company Name**.

It is good business practice to ensure that a probationary employee or an employee who will be terminated with cause or without cause be presented with a Termination Letter ([Forms 8.6 \(a\)\(b\) \(c\) – Part 2](#)) outlining the terms and conditions of termination. It is also suggested that the Manager and/or Supervisor meet with the employee and conduct a termination meeting using the Termination Checklist ([Form 8.6\(d\) – Part 2](#)) as a reference.

An employment contract entered into between **Insert Company Name** and its employees cannot provide termination pay that is less than the amount required by applicable provincial legislation.

## **Procedure**

1. The Manager and/or Supervisor is responsible for completing the Employee Status Change Form ([Form 5.3\(b\) – Part 2](#)) on the date of an employee's termination. This form will initiate the termination process and ensure that the employee is issued a Record of Employment, paid out any final monies including wages and/or vacation pay.
2. The Manager and/or Supervisor is also responsible for collecting any personal items from the employee upon their date of termination (e.g., keys, telephone, computer, etc.).

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## SECTION 1 - INTRODUCTION

### 1.3 How to Use This Manual – Format

- Copy the applicable PDF document (policy or form) from the *Manual* into a Word document on your computer. **Please note that will need to adjust the document as the formatting will not convert accurately.**
- Select the appropriate **RED TEXT** throughout the documents and replace with desired text. Reset all **RED** text to BLACK before printing documents.
- Delete all **RED Text** from final documents.
- All page numbering, headers and footers should be updated to reflect your specific manual prior to printing.
- Print documents on your official company letterhead.

## SECTION 2 - RESPONSIBILITIES AND EXPECTATIONS

### 2.2 Responsibilities of Managers Template

---

**Insert  
Company  
logo here**

#### **Sample Company Responsibilities of Managers Template**

---

**TO:** All **Insert Company** Employees

**FROM:** **Insert Manager Name**

**DATE:** **Insert Date**

**RE:** **Responsibilities of Managers**

---

Managers and/or Supervisors are responsible for implementing the company’s mission and vision through their daily interaction and management of employees.

The policies and procedures outlined in the Company Policy Manual are intended to provide guidance for the majority of situations that Managers and/or Supervisors will encounter. However, there are many cases where there will be no written policy or where the application of a policy requires judgment or creativity on the part of the individual Manager and/or Supervisor.

The manner in which our Managers and/or Supervisors manage employees cannot be set out in a policy. However, the way in which they deal with employees does have a significant bearing on their success as a leader. Qualities such as integrity, trust, empathy, and the understanding that all employees are to be treated with respect and dignity, are minimum qualifications for managers and/or supervisors.

Most of all, Managers and/or Supervisors must be fair, and must be perceived to be fair and consistent. Managers and/or supervisors and employees have different levels of authority, but are all people and working together as a team to achieve the company’s goals.

As an employee of **Insert Company Name**, you are encouraged to work together with your Managers and/or Supervisors as part of a larger team. Working together will reinforce the importance of treating each other with dignity and respect in the workplace, as well as helping to achieve our goals in a positive work environment.

## 2.3 Expectations for Employees Template

---

**Insert  
Company  
logo here**

### Sample Company Expectations for Employees Template

---

**TO:** All **Insert Company** Employees  
**FROM:** **Insert Manager Name**  
**DATE:** **Insert Date**  
**RE:** **Expectations for Employees – Code of Conduct**

---

As an employee of **Insert Company Name**, you are encouraged to work together with your Managers and Supervisors as part of a larger team. Working together will reinforce the importance of treating each other with dignity and respect in the workplace, as well as help to achieve our goals in a positive work environment.

In working towards this goal, there are certain activities that are unacceptable and will not be tolerated in the workplace. Employees who engage in these activities will be subject to disciplinary action, up to and including termination. These activities include, but are not limited to the following:

**Insert other activities that are applicable in your work environment**

- Fighting
- Harassment
- Sabotage
- Theft or unauthorized possession of stolen property
- Improper or unauthorized use of timecards
- Falsification of employment application
- Using abusive language
- Threatening, intimidating or directing abuse towards customers
- Sleeping on the job
- Loitering
- Smoking in restricted areas
- Repeated failure to perform the job satisfactorily
- Leaving company premises during working hours without authorization
- Use of illegal drugs or drinking an intoxicating beverage on company premises
- Insubordination
- Refusal to perform work assigned by a supervisor
- Refusal or failure to obey safety rules
- Carelessness resulting in injury or property damage
- Willful damage to company property or property of other employees
- Chronic absenteeism or tardiness without proper notification or justification

If you have any comments or suggestions, please do not hesitate to contact me directly.

Regards,

**Insert Manager Name**

## SECTION 3 - COMPANY POLICIES

### 3.1 Confidentiality Agreement Template

---

Insert  
Company  
logo here

#### Sample Company Confidentiality Agreement

---

I, **INSERT EMPLOYEE NAME**, agree that I will maintain as secret and confidential all information which is not public knowledge that I have and will receive in the course of my employment including, but not limited to, customer lists, marketing, operational, financial and technical information pertaining to **INSERT COMPANY NAME** and its business unless written authority is given by **INSERT COMPANY NAME**. In the event of any dispute as to whether information I have received in the course of my employment with **INSERT COMPANY NAME** is within public knowledge, I understand that I shall bear the burden of demonstrating that such information is within public knowledge.

SIGNED: \_\_\_\_\_

DATED: This \_\_\_\_\_ day of \_\_\_\_\_ **INSERT YEAR**

WITNESS \_\_\_\_\_

### 3.4 Occupational Health and Safety Policy Statement

---

Insert  
Company  
logo here

#### Sample Company Occupational Health and Safety Policy Statement

---

The management of **INSERT COMPANY NAME** and all of its employees are committed to protecting the health and safety of its employees and to eliminating occupational illness and workplace injuries. **INSERT COMPANY NAME** will provide a working environment in compliance with federal, provincial and municipal occupational health and safety legislation, regulations and standards. Safe work practices shall be adhered to by all employees at all times and at all levels as the safety and health of our employees is of primary importance.

**INSERT COMPANY NAME**, as the employer, is ultimately responsible for staff health and safety. As **INSERT EXECUTIVE OR SENIOR MANAGER NAME** of **INSERT COMPANY NAME**, I am committed to providing every reasonable precaution for the protection of my staff.

Management will be held accountable for the health and safety of staff under their supervision and must ensure that safe and healthy work conditions are maintained. Management must ensure that all equipment is safe and that all staff work in compliance with established safe work practices and procedures. Employees must receive adequate training in their specific work tasks to protect their health and safety.

Every employee must protect his or her own health and safety by working in compliance with the law and with safe work practices and procedures established by the company. Every worker must immediately report all unsafe or unhealthy conditions. We shall also ensure that all subcontractors who provide services to **INSERT COMPANY NAME** are informed of our policy and that they are obligated to abide by this policy when they perform services on our behalf or on our work site.

It is in the best interest of all parties to consider health and safety in every activity. The expected health and safety commitment must be demonstrated from senior management down to employees at all levels of the organization.

Sincerely,

**INSERT EXECUTIVE OR SENIOR MANAGER'S NAME**

### 3.7(a) Attendance Counselling Memo Template

---

**Insert  
Company logo  
here**

**Sample Company Attendance Counselling Memo**

---

DATE: **INSERT DATE**

TO: **INSERT EMPLOYEES NAME**

FROM: **INSERT NAME OF PERSON SENDING THE LETTER**

RE: **Attendance Counselling Memo**

---

One of the primary qualifications for satisfactory job performance is regular attendance at work. The company recognizes, however, that individuals may on occasion be absent from work.

In reviewing your attendance record for **Insert period of time**, we note that you have been absent and/or late **Insert # of days** times for a total of **Insert # of incidents**. We urge you to immediately take the necessary steps to be at work every day on time and we are prepared to offer help as appropriate.

We remind you that your regular presence at work is part of the normal requirements of your position and that these employment obligations have not been fulfilled. This has imposed upon the company the burden of an increase in its costs for the execution of your tasks. Please take the necessary steps in order to be present at work on a regular basis.

Thank you.

**Insert Supervisor's Name**  
**Insert Supervisor's Title**

I acknowledge receipt of a copy of this letter.

---

Employee Name

### 3.7(b) Attendance Counselling Letter Template

---

**Insert  
Company logo  
here**

#### **Sample Company Attendance Counselling Letter**

---

**INSERT DATE**

**INSERT NAME**

**INSERT ADDRESS**

**INSERT CITY, PROVINCE**

**INSERT POSTAL CODE**

Dear **Insert Employee Name**:

One of the primary qualifications for satisfactory job performance is regular attendance at work. The company recognizes, however, that individuals may suffer illness or disability.

In reviewing your attendance record, we note that you have been absent for \_\_\_\_\_ days for a total of \_\_\_\_\_ incidents in the last \_\_\_\_ month(s). These dates are as follows:

**List two columns outlining the number of dates the person has been absent.**

We urge you to immediately take the necessary steps to be at work and we are prepared to offer help as appropriate.

We remind you that your regular presence at work is part of the normal requirements of your position and that these employment obligations are not being fulfilled. Your current attendance record is in the bottom ten (10%) at **INSERT COMPANY NAME**. Your attendance will be reviewed with you every **INSERT TIME PERIOD FOF REVIEW** until you maintain an acceptable level.

**Any specific issues or goals set at the interview could be mentioned here.**

This is a reminder of the responsibilities as an employee of **INSERT COMPANY NAME**. It is essential that you assume these responsibilities.

We will meet again in **INSERT DATE FOR NEXT DISCUSSION** or earlier, if required, to review your progress. If you have any questions or concerns, please do not hesitate to contact me directly.

Regards,

**Insert Managers Name**

**Insert Company Name**

I acknowledge the receipt of a copy of this letter.

---

**Insert Employee Name**

### 3.7(c) Attendance Letter – Innocent Absenteeism Template

---

**Insert  
Company  
logo here**

#### **Sample Company Attendance Letter – Innocent Absenteeism**

---

**INSERT DATE**

**INSERT NAME**

**INSERT ADDRESS**

**INSERT CITY, PROVINCE**

**INSERT POSTAL CODE**

Dear **Insert Employee Name**:

One of the primary qualifications for satisfactory job performance is regular attendance at work. Poor attendance has a substantial impact on your co-workers and the company. The company recognizes, however, that individuals may on occasion suffer illness or disability.

Since our last counselling discussion on **Insert Date** your attendance has not improved. We note that you have been absent an additional \_\_\_\_\_ incidents for a total of \_\_\_\_\_ days. This brings your overall record for the last \_\_\_\_\_ month(s) to \_\_\_\_\_ incidents for a total of \_\_\_\_\_ days. **Insert specific patterns here**. The specific dates you have been absent are as follows:

**List the dates the person has been absent.**

We urge you to immediately take the necessary steps to be at work and we are prepared to offer help as appropriate.

We remind you that your regular presence at work is part of the normal requirements of your position and that these employment obligations are not being fulfilled. Your current attendance record is below the acceptable standard. Your attendance will be reviewed on an ongoing basis and we will meet not later than **Insert Next Meeting Time**, and will continue to review your attendance until you achieve and maintain an acceptable level.

**Any specific issues or goals set at the interview could be mentioned here.**

If you have any questions or concerns, please do not hesitate to contact me directly.

Regards,

**Insert Managers Name**

I acknowledge the receipt of a copy of this letter.

---

**Insert Employee Name**

### 3.7(d) 1<sup>st</sup> Attendance Letter – Blameworthy Absenteeism Template

---

Insert  
Company  
logo here

#### Sample Company 1<sup>st</sup> Attendance Letter – Blameworthy Absenteeism

---

**INSERT DATE**

**TO:** INSERT EMPLOYEE NAME  
**FROM:** INSERT MANAGER NAME  
**RE:** Written Warning Attendance at Work – Lateness and Absenteeism

---

One of the primary qualifications for satisfactory job performance is regular attendance at work, as well as commencing your shift at the assigned time.

Your lateness and attendance record over the past **Insert Time Period of Review** is unacceptable and will not be tolerated without proper explanation. We have had several verbal discussions regarding your lateness and attendance problems and on **INSERT DATE**, you were given a verbal warning for this conduct. To date, your conduct has not improved. The following list outlines the dates you have been absent from work since **INSERT DATE OF LAST DISCUSSION**.

- **INSERT LIST OF ABSENCES**

Frequent absenteeism creates an increased workload on fellow employees, as well as an added cost of undertaking their responsibilities. We cannot operate this business efficiently and provide our customers with the quality of service they expect if employees are frequently absent from work without proper explanation.

Please note this is a written warning that will be placed in your employee file. Within fifteen (15) working days or sooner, I will meet with you to discuss your progress, and I expect to observe an improvement in your attendance over this period of time. If this type of behaviour continues, you will be subject to further disciplinary action, up to and including termination.

If there is any aspect of this letter that you do not understand, please do not hesitate to discuss it with me directly.

Regards,

**Insert Manager Name and Title**

I have read and acknowledged receipt of a copy of this

---

**Insert Employee Name**

### 3.7(d) 2<sup>nd</sup> Attendance Letter – Blameworthy Absenteeism Template

---

Insert  
Company  
logo  
here

#### Sample Company 2<sup>nd</sup> Attendance Letter – Blameworthy Absenteeism

---

**INSERT DATE**

**TO:** INSERT EMPLOYEE NAME  
**FROM:** INSERT MANAGER NAME  
**RE:** 1 Day Suspension - Failure to Report to Work

---

This letter is to further document the serious concern regarding your attendance. You were given a written warning on **Insert date** resulting from your failure to report to work on **Insert date**. In addition, you were given a written warning on **Insert date** for failing to report to work on **Insert date**.

On **Insert date** you again failed to report to work. **Insert incident specifics here**. This conduct is unacceptable and will not be tolerated. It is your responsibility as an **Insert company name** employee to report to work each day at your regular start time. If you are unable to report to work it is your further responsibility to report your absence prior to your regular start time.

As a result of your above conduct, you will be suspended without pay commencing **Insert start date** and ending **Insert end date**. Any further occurrences of this nature will result in disciplinary action, up to and including termination.

**Insert Managers Name**  
**Insert Managers Title**  
**Insert Company Name**

cc Human Resources  
Personnel File

I have read and acknowledge receipt of a copy of this letter.

---

**Insert Employee Name**

### 3.7(e) Failure to Notify or Lateness Template

---

Insert  
Company  
logo here

#### Sample Company Failure to Notify or Lateness

---

**INSERT DATE**

**TO: INSERT EMPLOYEE NAME**  
**FROM: INSERT MANAGER NAME**  
**RE: INSERT WRITTEN WARNING OR SUSPENSION**  
**Attendance at Work - Insert Failure to Notify Supervisor or Absence or Lateness**

---

One of the primary qualifications for satisfactory job performance is commencing your shift at the assigned time, or notifying your Supervisor that you will be absent.

On **INSERT DATE OF FAILURE TO NOTIFY**, you failed to report to work and failed to notify your supervisor prior to the commencement of your shift that you would be absent. You have previously been warned about this conduct. On **INSERT DATE OF PREVIOUS INCIDENTS**, you failed to report for work and failed to notify your supervisor prior to the commencement of your shift that you would be absent.

This conduct is unacceptable and will not be tolerated in the workplace. We cannot operate this business efficiently and provide our customers with the quality of service they expect if employees are absent from work and fail to contact their supervisor to notify them of their absence.

Please note that as a result of your conduct, you will receive a **INSERT WRITTEN WARNING OR SUSPENSION WITHOUT PAY**, on **INSERT START DATE OF SUSPENSION (IF SUSPENSION)**. You will report back to work at your regularly scheduled time on **INSERT END DATE OF SUSPENSION (IF SUSPENSION)**.

Please note that any further occurrences of this nature will result in more severe disciplinary action, up to and including termination.

If there is any aspect of this letter that you do not understand, please do not hesitate to discuss it with me directly.

Regards,

**Insert Managers Name and Title**

I acknowledge that I have received the above letter.

---

Employee Name

### 3.8 Bulletin Board Structure Template

---

**Insert  
Company  
logo here**

**Sample Company Bulletin Board Structure**

---

<b>Insert Company Announcements</b>	<b>Insert Company News</b>
<b>Insert Job Postings</b>	<b>Insert Health and Safety Information</b>

### 3.11 Emergency Contact Template

---

**Insert  
Company  
logo here**

#### **Sample Company Emergency Contact**

---

TO BE COMPLETED BY AN EMPLOYEE IN THE EVENT OF ANY CHANGE TO THEIR PERSONAL STATUS (E.G, MARRIAGE, DIVORCE, BIRTH OF CHILD, ADDRESS OR TELEPHONE NUMBER CHANGE, CHANGE OF EMERGENCY CONTACT OR BENEFICIARY)

CURRENT/PREVIOUS INFORMATION:

EMPLOYEE NAME \_\_\_\_\_

EMPLOYEE ADDRESS \_\_\_\_\_

EMPLOYEE TELEPHONE \_\_\_\_\_

EMERGENCY CONTACT NAME \_\_\_\_\_

EMERGENCY CONTACT NUMBER \_\_\_\_\_

CHANGE(S):

EFFECTIVE DATE OF CHANGE(S) \_\_\_\_\_

NEW NAME \_\_\_\_\_

NEW ADDRESS \_\_\_\_\_

NEW TELEPHONE \_\_\_\_\_

NEW EMERGENCY CONTACT NAME OR NUMBER \_\_\_\_\_

CHANGE OF BENEFICIARY STATUS YES NO

REASON FOR CHANGE(S) \_\_\_\_\_

OTHER CHANGES (NOT LISTED ABOVE)

EMPLOYEE SIGNATURE \_\_\_\_\_

**3.13(a) Performance Management Template - Hourly Position**

Insert  
Company  
logo here

**Sample Company Performance Management Template – Hourly Position**

Name: \_\_\_\_\_

Position: \_\_\_\_\_ Position Reports to: \_\_\_\_\_

Location: \_\_\_\_\_

Appraisal Period: From: \_\_\_\_\_ To: \_\_\_\_\_

**PERFORMANCE FACTORS**

**EVALUATION**

	RATING	COMMENTS
<b>Work Quality</b> – Produces accurate, error-free work.		
<b>Work Output</b> – Achieves required volume of work in accordance with standards of position.		
<b>Timeliness</b> – Meets established schedules and deadlines.		
<b>Technical Knowledge and Skill</b> – Applies technical expertise effectively. Develops new skills and knowledge as required.		
<b>Cooperation</b> – Works well with others to achieve results. Contributes to team effort.		

Insert  
Company  
logo here

**Sample Company Performance Management – Hourly Position – p. 2 of 4**

PERFORMANCE FACTORS	EVALUATION	
	RATING	COMMENTS
<b>Initiative</b> – Works well without supervision; initiates new tasks without direction; responds effectively to the requests of others.		
<b>Customer Relations</b> – Effective interpersonal interactions with customers [verbal, telephone, written]. Responds effectively to requests of customers; ensures complete follow-up on customer service requirements.		
<b>Reliability</b> – Attendance and punctuality; Completion of assigned work.		
<b>Other Performance Factors</b> – Please specify.		

Insert  
Company  
logo here

**Sample Company Performance Management – Hourly Position – p. 3 of 4**

**Comments about Overall Performance**

The important aspects of the individual’s performance for the evaluation period are to be highlighted: key expectations met or exceeded; other achievements; areas for improvement identified.

**Overall Performance Evaluation & Definition**

- Exceptional** – Outstanding performance throughout the evaluation period.
- Superior** – Performance that consistently exceeds the expectations for the position.
- Fully Satisfactory** – Performance expectations/standards are met consistently.
- Acceptable/Developmental** – Most expectations for the position are met, but several important areas are not. A definite need for improvement exists. This rating is also used for those new to a position whose performance is at a developmental stage.
- Unacceptable** – Performance is consistently below expectations, and needed improvements have not been achieved despite supervisory intervention.

**Development and Training Plans**

Any training or other development needed to help the individual: 1] improvement of current job performance levels; 2] development of new skills required because of changes in the job; 3] preparation for future job/career opportunities, are to be identified here.

**Development/ Training needs:**

**Training Plans:**

--	--

**Insert  
Company  
logo here**

**Sample Company Performance Management – Hourly Position – p. 4 of 4**

**Employee Comments**

Employee Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewing  
Manager Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**3.13(b) Performance Management Template - Salaried Position**

**Insert  
Company  
logo here**

**Sample Company Performance Management Template – Salaried Position**

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_ **Position Reports to:** \_\_\_\_\_

**Location:** \_\_\_\_\_

**Appraisal Period: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

**Performance Development Process:** Three elements are involved in performance development: performance expectations established at the start of the appraisal period; progress reviews during the appraisal period and formal evaluation at year end.

<p><b>Performance Expectations:</b> Objectives for improving and/or maintaining performance levels are to be established at the start of the appraisal year. The objectives should focus on the key results areas, ongoing job duties, other performance requirements of the position and training and development plans.</p>	<p><b>Progress Reviews and Year-End Evaluation:</b> During the appraisal period, performance against objectives is to be reviewed by the Manager and/or Supervisor and noted in this column.</p>
	<p><b>1<sup>st</sup> Quarter</b></p> <p><b>2<sup>nd</sup> Quarter</b></p> <p><b>3<sup>rd</sup> Quarter</b></p> <p><b>4<sup>th</sup> Quarter</b></p>
	<p><b>1<sup>st</sup> Quarter</b></p> <p><b>2<sup>nd</sup> Quarter</b></p> <p><b>3<sup>rd</sup> Quarter</b></p> <p><b>4<sup>th</sup> Quarter</b></p>

**Insert  
Company  
logo here**

**Sample Company Performance Management Template – Salaried Position – p. 2 of 3**

Personal Development Expectations:	Progress Reviews and Year-End Evaluation:
	1 <sup>st</sup> Quarter 2 <sup>nd</sup> Quarter 3 <sup>rd</sup> Quarter 4 <sup>th</sup> Quarter
	1 <sup>st</sup> Quarter 2 <sup>nd</sup> Quarter 3 <sup>rd</sup> Quarter 4 <sup>th</sup> Quarter

**Insert  
Company  
logo here**

**Sample Company Performance Management Template – Salaried Position – p. 3 of 3**

**Comments About Performance Contributions:** The important aspects of the individual’s performance for the appraisal period should be highlighted – objectives met or exceeded, other achievements, areas for improvement.

**Overall Performance Evaluation & Definition:**

- Exceptional** – Outstanding performance throughout the evaluation period.
- Superior** – Performance that consistently exceeds the expectations for the position.
- Fully Satisfactory** – Performance expectations/standards are met consistently.
- Acceptable/Developmental** – Most expectations for the position are met, but several important areas are not. A definite need for improvement exists. This rating is also used for those new to a position whose performance is at a developmental stage.
- Unacceptable** – Performance is consistently below expectations, and needed improvements have not been achieved despite supervisory intervention.

**Training Required for the Current Position:**

Identified Training Needs	Training Plans

**Career Interests and Development Plans (Optional):**

Areas of Career Interest	Developmental Plans

**Employee Comments**

Employee Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Immediate  
 Manager Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Reviewing  
 Manager Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**3.15(a) Progressive Discipline Template – Abusive Language**

---

**Insert  
Company  
logo here**

**Sample Company Abusive Language Progressive Discipline**

---

**INSERT DATE**

**To: INSERT EMPLOYEE NAME**

**From: INSERT MANAGER NAME**

**Re Written Warning – Abusive Language**

---

**INSERT SPECIFIC FACTS REGARDING ABUSIVE LANGUAGE USED.**

Your behaviour has had a negative impact on the company’s daily operations; it is unacceptable and will not be tolerated in the workplace. It is your responsibility to correct the situation immediately.

This is a written warning that shall be placed in your employee file. We remind you of the responsibilities you accepted upon becoming an employee with **INSERT COMPANY NAME**. Further incidents of using abusive language towards any employee of **INSERT COMPANY NAME** will result in further disciplinary action up to and including termination.

In the event that you wish to discuss any substance abuse issues that you are experiencing, the company is prepared to offer assistance.

If you need any clarification on the above issue, please do not hesitate to contact me directly.

Sincerely,

**INSERT MANAGER NAME AND TITLE**

I have read and acknowledge receipt of this letter

---

**Insert Employee Name**

**3.15(b) Progressive Discipline Template – Insubordination**

---

Insert  
Company  
logo here

**Sample Company Insubordination Progressive Discipline**

---

**INSERT DATE**

**To: INSERT EMPLOYEE NAME**

**From: INSERT MANAGER NAME**

**Re Written Warning – Insubordination (Refusal to Follow Instructions)**

---

**INSERT SPECIFIC FACTS REGARDING REFUSAL TO FOLLOW INSTRUCTIONS**

Your behaviour has had a negative impact on the company’s daily operations; it is unacceptable and will not be tolerated in the workplace. It is your responsibility to correct the situation immediately.

This is a written warning that shall be placed in your employee file. We remind you of the responsibilities you accepted upon becoming an employee with **INSERT COMPANY NAME**. Further incidents of refusing to follow your Supervisor’s instructions will result in further disciplinary action up to and including termination.

If you need any clarification on the above issue, please do not hesitate to contact me directly.

Sincerely,

**INSERT MANAGER NAME AND TITLE**

I have read and acknowledge receipt of this letter

\_\_\_\_\_  
**Insert Employee Name**

**3.15(c) Progressive Discipline Template – Leaving Work Without Authorization**

---

**Insert  
Company  
logo**

**Sample Company Leaving Work Without Authorization Template**

---

**Sent Via Registered Mail**

**INSERT DATE**

**INSERT NAME AND ADDRESS**

Dear **INSERT NAME:**

You have been absent from work without permission since **INSERT DATE** and you have failed to remain in direct contact with the company and provide a reason for your continued absence.

**INSERT SPECIFIC FACTS OF LEAVING WORK WITHOUT AUTHORIZATION.**

As such, you have been absent for more than three (3) consecutive working days, and have not provided satisfactory reasons for your absence. Such an absence is in direct violation of company policies/procedures.

Therefore, you are required to attend a meeting in my office on **INSERT DATE AND TIME OF REQUESTED MEETING**. You should be prepared to justify your absence and your failure to remain in direct contact with the company.

Any unreasonable explanation to the above events may result in termination of your employment with **INSERT COMPANY NAME**. Please note your failure to appear for the scheduled meeting, to be held on **INSERT DATE AND TIME OF REQUESTED MEETING**, will be regarded by the company as a voluntarily resignation of your position.

Regards,

**Insert Manager Name and Title**

**3.15(d) Progressive Discipline Template – Substance Abuse**

---

Insert  
Company  
logo here

**Sample Company Substance Abuse Progressive Discipline Template**

---

**INSERT DATE**

**To: INSERT EMPLOYEE NAME**

**From: INSERT MANAGER NAME**

**Re Written Warning – Substance Abuse**

---

**INSERT SPECIFIC FACTS REGARDING SUBSTANCE ABUSE.**

Your behaviour has had a negative impact on the company’s daily operations; it is unacceptable and will not be tolerated in the workplace. It is your responsibility to correct the situation immediately.

This is a written warning that shall be placed in your employee file. We remind you of the responsibilities you accepted upon becoming an employee with **INSERT COMPANY NAME**. Further incidents of using substances of any kind during work hours at **INSERT COMPANY NAME** will result in disciplinary action up to and including termination.

In the event that you wish to discuss any substance abuse issues that you are experiencing, the company is prepared to offer assistance.

If you need any clarification on the above, please do not hesitate to contact me directly.

Sincerely,

**INSERT MANAGER NAME AND TITLE**

I have read and acknowledge receipt of this letter

---

**Insert Employee Name**

**3.15(e) Progressive Discipline Template – Violence at Work**

---

**Insert  
Company  
logo here**

**Sample Company Violence at Work Progressive Discipline Template**

---

**INSERT DATE**

**To: INSERT EMPLOYEE NAME**

**From: INSERT MANAGER NAME**

**Re: Suspension – Unacceptable Behaviour (Violence at Work)**

---

On **Insert date**, at **Insert time**, you were involved in a physical altercation with another employee.

**Insert specific facts of incident.**

This type of behaviour is completely unacceptable and will not be tolerated in our workplace. Any type of unsolicited physical contact made in an aggressive manner is strictly prohibited. It is expected that all employees will conduct themselves in a professional and courteous manner during working hours and breaks.

Due to the seriousness of this offence, you will be suspended without pay for a period of **Insert length of suspension**, from **Insert dates of suspension** inclusive. You are to return to your normal working hours on **Insert return date**.

This suspension is to remind you that you must conduct yourself in a professional manner that is acceptable within our work environment. Any future occurrences of this nature will result in immediate termination of your employment.

Sincerely,

**INSERT MANAGER NAME AND TITLE**

I have read and acknowledge receipt of a copy of this letter

---

**Insert Employee Name**

**3.15 (f) Progressive Discipline Template – Workplace Harassment**

---

**Insert  
Company  
logo here**

**Sample Company Workplace Harassment Progressive Discipline Template**

---

**INSERT DATE**

**To: INSERT EMPLOYEE NAME**

**From: INSERT MANAGER NAME**

**Re: Advisory Letter – Workplace Harassment (Inappropriate Comments)**

---

On **INSERT DATE**, we met to discuss allegations made against you by a co-worker that occurred at **INSERT DATE, LOCATION AND TIME**. These allegations were treated seriously and involved a follow-up discussion with you.

**INSERT FACTS FROM THE MEETING OR INVESTIGATION.**

You should be aware that these types of comments are completely inappropriate in the workplace and demonstrate a lack of professional conduct on your part. In your position, it is essential that you maintain a high degree of professionalism towards your co-workers.

**INSERT COMPANY NAME** is committed to maintaining a work environment that is free from all forms of harassment and we will continue to take all reasonable efforts to ensure that no employee is subject to harassment. In order to achieve this objective, we ask that you sign the attached acknowledgement confirming that you have read and understand the contents of the Company's *Human Rights and Harassment Policy*.

If you have any questions or concerns, please do not hesitate to contact me directly.

Sincerely,

**INSERT MANAGER NAME AND TITLE**

**ACKNOWLEDGEMENT**

I acknowledge that I received a copy of the **INSERT NAME OF COMPANY** *Human Rights and Harassment Policy* dated **INSERT DATE OF POLICY** and that I have read the policy. I further acknowledge that I understand all of its terms and conditions and agree to abide by them, realizing that failure to do so may result in termination.

---

**Insert Employee Signature**

**3.19 Substance Abuse Checklist Template**

**Insert  
Company  
logo here**

**Sample Company Substance Abuse Checklist (Alcohol) – p. 1 of 2**

**Name of Employee:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Date Report Completed:** \_\_\_\_\_

**Reported By:** \_\_\_\_\_

**You have clear responsibilities for the health, safety and welfare of your employees. You might be liable to charges if you allow employees under the influence of alcohol to continue working and if this places them or others at risk.**

Suspected signs of being under the influence of alcohol (please check all applicable boxes and include the date of the occurrence(s)):

<input type="checkbox"/> frequent hangovers Date: _____	<input type="checkbox"/> workplace accidents Date: _____
<input type="checkbox"/> above average time off sick Date: _____	<input type="checkbox"/> disciplinary problems Date: _____
<input type="checkbox"/> reduced productivity Date: _____	<input type="checkbox"/> customer complaints Date: _____
<input type="checkbox"/> smell of alcohol on breath or clothing Date: _____	<input type="checkbox"/> slurred speech Date: _____
<input type="checkbox"/> inability to walk in a straight line Date: _____	<input type="checkbox"/> inability to stay focused on a task Date: _____

**Supervisor/Manager:** \_\_\_\_\_

**Date incident occurred:** \_\_\_\_\_

**Actions taken and other notes:** \_\_\_\_\_

**Insert  
Company  
logo here**

**Sample Company Substance Abuse Checklist (Drugs) – p. 2 of 2**

Suspected signs of being under the influence of drugs or having a substance abuse problem (please check all applicable boxes and include the date of the occurrence(s)):

<input type="checkbox"/> erratic behaviour Date:	<input type="checkbox"/> mood swings Date:
<input type="checkbox"/> poor time-keeping Date:	<input type="checkbox"/> increased sickness absence Date:
<input type="checkbox"/> change in attitude to work and colleagues Date:	<input type="checkbox"/> reduced productivity Date:
<input type="checkbox"/> smell of drugs on breath or clothing Date:	<input type="checkbox"/> slurred speech Date:
<input type="checkbox"/> red or glossy eyes Date:	<input type="checkbox"/> increased appetite Date:

**Note – It is important to bear in mind that these factors might have a range of causes. They do not necessarily mean that someone is abusing drugs.**

Supervisor/Manager: \_\_\_\_\_

Date incident occurred: \_\_\_\_\_

Actions taken and other notes: \_\_\_\_\_



## SECTION 4 - RECRUITMENT AND SELECTION

### 4.1 Job Description Template

---

Insert Company  
logo here

#### Sample Company Job Description Template

---

**POSITION TITLE:** Title of the vacant position

**REPORTS TO:** Title of the position to which the position reports

**SUPERVISES:** Number and titles of direct reports

**LOCATION:** Location of the position (department, division, geographic, etc.)

---

**POSITION SUMMARY:** A brief narrative description of the position

**POSITION RESPONSIBILITIES:**

- A list of specific fundamental duties and responsibilities in order of importance
- Extent of authority and reporting relationships
- External and internal contacts
- Features of work conditions (inside/outside, temperatures, lifting, etc.)

**POSITION OUTCOMES:**

- A list of specific, measurable goals that the position is expected to achieve

**REQUIRED EXPERIENCE AND EDUCATION:**

- Number of years of experience in position, discipline, industry, etc.
- Required diploma or degree (e.g., technical, under-graduate, graduate, etc.)

**REQUIRED SKILLS AND KNOWLEDGE:**

- List of behavioral requirements
- List of required competencies (e.g., intelligence, personal, interpersonal, management, leadership, motivational, etc.)
- List of required skills (e.g., computer, mechanical, writing, equipment, etc.)

## 4.2(b) Job Posting Template

---

Insert Company  
logo here

### Sample Company Job Posting Template

---

<b>POSTING DATE:</b>	<b>The date that the vacant position was posted</b>
<b>JOB TITLE:</b>	<b>Title of the vacant position</b>
<b>DEPARTMENT:</b>	<b>Name of the department in which the vacant position exists</b>
<b>LOCATION:</b>	<b>The city in which the applicant would physically be working</b>
<b>HOURS OF WORK:</b>	<b>Any shift or hour requirements would be specified here</b>
<b>POSTING EXPIRY DATE:</b>	<b>Last date in which interested applicants must submit their resumes</b>

---

### **PURPOSE AND GENERAL INFORMATION**

- State the purpose of the position
- State general specifications (example: Hourly/salary position)
- State specific shift requirements (example: Hours may vary in order to meet the job requirements)
- State reporting expectations (example: Reports to Production Supervisors)

### **RESPONSIBILITIES**

- This section details the specific duties that the job requires the employee to complete. These duties would be itemized and would form a portion of an employee’s performance review.

### **QUALIFICATIONS**

- State the educational requirements (example: college diploma, designations)
- State the skills required (example: detail-oriented and sense of urgency)
- State technical experience required (example: computer software/hardware requirements)
- List any language requirements (example: must be fluent in English – verbal and written)
- List any physical requirements (example: must be able to lift up to 50 lb)

**4.3(a) Application Form Template**

Insert Company  
logo here

Sample Company Employment Application Template

Position applied For:	Date available to begin work (MM/DD/YYYY):
Production <input type="checkbox"/> Warehouse <input type="checkbox"/> Transport <input type="checkbox"/> License trade <input type="checkbox"/> Administration <input type="checkbox"/> Sales <input type="checkbox"/> Other <input type="checkbox"/>	
Salary Expectations (hourly/annually): \$ _____	

**General Information**

Last Name	Given Name(s)	
<b>Address</b>	Apt. No.	<b>Telephone</b>
Street	City	Home:
Province	Postal Code	Cell:
Are you legally eligible to work in Canada? Yes <input type="checkbox"/> No <input type="checkbox"/>	Position sought: Permanent <input type="checkbox"/> Temporary <input type="checkbox"/> Student <input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time <input type="checkbox"/>	
Have you ever been convicted of a criminal offence for which a pardon has not been granted? Yes <input type="checkbox"/> No <input type="checkbox"/>	Do you have any relatives working for <b>Sample Company</b> ? If yes, please state their full name and relationship Yes <input type="checkbox"/> No <input type="checkbox"/> _____	
Have you ever been employed by <b>Sample Company</b> or by any of its subsidiaries? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, when? _____ Which location? _____		
Are you currently a student? Yes <input type="checkbox"/> No <input type="checkbox"/>	Will you work on the following shifts? 1. Days <input type="checkbox"/> 2. Afternoons <input type="checkbox"/> 3. Nights <input type="checkbox"/>	
Are you willing to relocate in Canada? Yes <input type="checkbox"/> No <input type="checkbox"/>	If you are willing to relocate, please specify your preferred location: _____	

**Insert Company  
logo here**

**Sample Company Employment Application Template – p. 2 of 4**

Education						
LEVEL	NAME AND LOCATION OF INSTITUTION	DURATION		LAST YEAR COMPLETED	MAJOR OR SPECIALIZATION	DEGREE OR CERTIFICATE RECEIVED
		From	To			
SECONDARY						
COLLEGE						
UNIVERSITY						
<p><b>List additional courses, seminars, workshops, training, professional designations, license trade and other education.</b></p>						
<p>(Do not answer the following question if the position sought does not require you to drive a vehicle.)                      Do you have a valid driver’s license? Yes <input type="checkbox"/> No <input type="checkbox"/> If you do, specify the class: _____                      Are there any driving permit restrictions with regards to certain types of vehicles? Yes <input type="checkbox"/> No <input type="checkbox"/>                      If so, describe the restrictions: _____</p>						
<p>Describe any of your work-related skills, experience, or training that is relevant to the position being applied for.</p>						
<p>Language Skills</p>						
<p>French: _____ <input type="checkbox"/> spoken <input type="checkbox"/> written</p>						
<p>English: _____ <input type="checkbox"/> spoken <input type="checkbox"/> written</p>						
<p>Other(s) (specify): _____ <input type="checkbox"/> spoken <input type="checkbox"/> written</p>						

**Insert Company  
logo here**

**Sample Company Employment Application Template – p. 3 of 4**

<b>Work Experience</b>		
Describe past work experience starting with most recent.		
Present or Last Employer	Address and/or telephone	
Type of Business		
Your Job Title	Period Employed (From Mo/Yr To Mo/Yr)	Final Salary
Name, Title of Immediate Supervisor	Reason for Leaving	
Describe Job Duties and Responsibilities		
Employer	Address and/or telephone	
Type of Business		
Your Job Title	Period Employed (From Mo/Yr To Mo/Yr)	Final Salary
Name, Title of Immediate Supervisor	Reason for Leaving	
Describe Job Duties and Responsibilities		
Employer	Address and/or telephone	
Type of Business		
Your Job Title	Period Employed (From Mo/Yr To Mo/Yr)	Final Salary
Name, Title of Immediate Supervisor	Reason for Leaving	
Describe Job Duties and Responsibilities		

Insert Company  
logo here

**Sample Company Employment Application Template – p. 4 of 4**

**Consent Form**

For the purpose of this application and its promotion, I authorize **THE SAMPLE COMPANY** and any other firm mandated by the **SAMPLE COMPANY**, to contact my former employers and any other source in order to obtain any information necessary for the evaluation of this application.

For the purpose of this application and its promotion, I authorize my current employer as well as any former employer to provide **THE SAMPLE COMPANY** with any pertinent information contained in records they might have prepared or kept under my name, and/or any information necessary for the evaluation of this application.

For the purpose of this application and its promotion, I authorize any personal information agent or any other person having prepared or kept records under my name to provide **SAMPLE COMPANY** with the information contained therein.

This consent form is valid for a period of six (6) months following the signing of this application form.

SIGNATURE \_\_\_\_\_ date : \_\_\_\_\_

RESTRICTIONS : \_\_\_\_\_

**Declaration of the applicant**

I hereby certify that all the information supplied in this form is true and complete, and I recognize that I am supplying said information for the purpose of promoting my candidacy.

I recognize that any false, misleading, inaccurate or incomplete declaration may render me unable to be employed by **THE SAMPLE COMPANY**, even after hiring, and may be sufficient cause for dismissal without notice.

I, the undersigned, have read and understood the above declaration and I have freely and knowingly given my consent.

SIGNATURE \_\_\_\_\_ date : \_\_\_\_\_

### 4.3(b) Telephone Interview Form Template

---

**Insert Company  
logo here**

### **Sample Company Telephone Interview Form**

---

**Candidate's Name:** \_\_\_\_\_ **Interviewer:** \_\_\_\_\_

**Interview Date:** \_\_\_\_\_ **Position Applied For:** \_\_\_\_\_

Are you legally entitled to work in Canada? (Please **DON'T** ask any question regarding race, ancestry, place of origin, colour, ethnic origin, citizenship and creed.)

How would you get to work? How long would it take to get to work?

- Public Transportation
- Car
- Ride from others
- Other transportation means (please specify)

Do you have any relatives working for **The Sample Company**? If yes, where do they work? Please state their full name and relationship. (Please **DON'T** ask any questions regarding the marital status and family status such as married, divorced, common-law relationship, single, child care arrangements, information about spouse, etc.)

Have you worked for **The Sample Company** before? If yes, when and in what position?

Will you work shifts? What shift are you able to work?

- Days
- Afternoons
- Nights
- Weekends

Will you work overtime?

- Yes
- No

If an offer were extended to you, when would you be able to start?

Are you able to work in hot & cold environments?

- Yes
- No

**Insert Company  
logo here**

**Sample Company Telephone Interview Form – p. 2 of 2**

Are you able to perform physically demanding work? (Please **DON'T** ask any question relating to health, disabilities, illnesses, medical history, previous WSIB claim.)

- Yes                       No

Why are you interested in a position at **The Sample Company**? What are you looking for in your next job?

What experience do you have? Where, what company and when? Shifts worked. Reason for leaving.

Situational Questions:

You've been asked to work alone on a complicated piece of equipment for which you have received no training. What would you do?

- Ask for help/training  
 Refuse outright  
 Refuse when told no training is provided & it's a dangerous situation  
 No answer

Why do you think we should hire you?

Do you have any questions about this opportunity?

**Overall Rating of Candidate:** (Give consideration to relevant experience, attitude and communication skills, explain your rating under general comments.)

- A  No Second Interview  
B  Questionable  
C  Good  
D  Excellent

**General Comments (include any areas of concerns to be probed in subsequent interviews):**

#### 4.4 Interview Guide – Hourly Position Template

**Insert Company  
logo here**

### **Sample Company Hourly Position Interview Guide**

#### **Suggested Introductory Script**

Thank you for taking the time to see me today. The purpose of this meeting is for me to find out more about your qualifications for the position of **insert position name**.

#### **Upon commencement of interview**

I will be asking you a list of questions and noting your responses so that I have something to refer to when I am making a hiring decision.

After asking you some questions, I will tell you a little more about the job, job requirements, about **the sample company**, and of course, give you a chance to ask some questions.

Name of applicant: \_\_\_\_\_

Applying for the position of: \_\_\_\_\_

Last level of studies completed: \_\_\_\_\_

Date of interview: \_\_\_\_\_

Section 1	OK	RESTRICTIONS
Number of hours		
Salary		
Transportation		

Section 2	General Questions	Comments
	Describe your past work experiences/job responsibilities, from the beginning of your career until now and explain what motivated each change.	

**Insert  
Company  
logo here**

**Sample Company Hourly Position Interview Guide – p. 2 of 3**

Tell me about your favourite job and what you liked about it.	
Have you ever used a computer? If yes, which applications are you familiar with?	
What interested you in this company?	
What does health and safety in the workplace mean to you? Have you been witness to an accident? What was your reaction? Have you participated in training related to H+S?	

<b>Section 3</b>	<b>Questions related to Personality/Attitude</b>	<b>Comments</b>
	What type of personality do you find the hardest to work with?	
	How can an employee contribute to the good quality of a product? Is this important to you?	
	Are you more comfortable working as part of a team or on your own?	
	You are scheduled for an 8-hour shift and, just as you're leaving, there is a major breakdown. What do you do?	
	What are your objectives for your next job?	

**Insert  
Company  
logo here**

**Sample Company Hourly Position Interview Guide – p. 3 of 3**

What is your greatest strength? What part of you would you like to improve?	
What is your ideal job?	
What is your greatest achievement?	
Give me an example of your going beyond what was expected of you to enhance your company’s reputation or image.	
Your foreman devises a new way to perform the tasks you’ve been doing for a few months. He explains that, in his opinion, this will represent savings and an improvement for the worker. You do not agree. What do you do?	

**INTERVIEWER’S GENERAL ASSESSMENT AND COMMENTS**

---



---

\_\_\_\_\_  
Interviewer

\_\_\_\_\_  
Date

**Close the interview**

If you have no further questions, I’d like to thank you for your interest and the time you took to meet with me today. If there is mutual interest in going further; the next step will be a second interview. I anticipate second interviews to take place in **Insert timeframe**. However, if you find yourself in a situation whereby you need to make a decision on another opportunity before then, and you are also interested in **Insert company name’s** position, please give me a call, and we can discuss whether you are being considered for our position and whether we could accelerate the process.

#### 4.4 Interview Guide – Salaried Position Template

**Insert Company  
logo here**

#### **Sample Company Salaried Position Interview Guide**

Candidate's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Please recap your educational background including any professional development courses you have had the opportunity to take. *What were your majors? Which courses did you enjoy most?*

Please recap your past employers and experience, emphasizing responsibilities that would assist you in accomplishing this position successfully? *(What level of experience in unionized environment?)*

Why are you interested in this position? Why are you looking to leave your current position?

Please describe the three characteristics that you believe every successful **Insert Position Applied For** needs to have in order to be effective.

Tell me what three main strengths you could bring to this position that would enable you to do an effective job. Give me an example of when you have used each of those strengths.

How would your co-workers describe you?

---

**Insert  
Company  
logo here**

**Sample Company Salaried Position Interview Guide – p. 2 of 3**

---

What are your areas of development?

What are your professional goals three to five years from now?

What have you done in the past 6-12 months to improve your skills? How do you keep up-to-date with current trends?

Please tell me about your PC skills. Give me an example of a project using Word and Excel.

What type of experience have you had in recruiting and training and motivating staff on a daily basis?

Give me an example of an innovation you have introduced that resulted in a more positive employee environment?

Give me an example of a time when you encountered setbacks while working towards a goal. What were the setbacks? How did you achieve your goal?

---

**Insert  
Company  
logo here**

**Sample Company Salaried Position Interview Guide – p. 3 of 3**

---

Give me an example of a time when you were expected to act in accordance with company policy when it was not convenient to do so.

Tell me about a time when you used your energy and enthusiasm to motivate others. What was the situation? How did you motivate others by your actions?

Other information to assist **The Sample Company** in our decision.

Salary expectations and questions?

Comments/Concerns:

**4.5(a) Reference Check Form – Hourly Position Template**

**Insert  
Company  
logo here**

**Sample Company Hourly Position Reference Check**

**Name of Candidate:** \_\_\_\_\_

**Position Applied For:** \_\_\_\_\_

**Reference Check Conducted By:** \_\_\_\_\_

**Spoke To:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Title:** \_\_\_\_\_ **Company:** \_\_\_\_\_

When was this person employed with you? From: \_\_\_\_\_ To: \_\_\_\_\_

What was this person's job title? \_\_\_\_\_

How would you describe his/her typical duties and responsibilities? \_\_\_\_\_

How would you evaluate his/her quality of work on the job? \_\_\_\_\_

What criticisms did you have of his/her work? \_\_\_\_\_

How closely was he/she supervised on the job? \_\_\_\_\_

Did he/she supervise others? How many? How would you rate him/her as a supervisor?  
\_\_\_\_\_

How did he/she get along with others? Co-workers? Superiors? Subordinates?  
\_\_\_\_\_

How did the person take direction for his/her supervisor? \_\_\_\_\_

Was the person receptive to constructive criticism from his/her supervisor? \_\_\_\_\_

What is the best way to motivate this individual? How would you rate his/her work effort?  
\_\_\_\_\_

Was the person a self-starter? Was the person innovative and/or creative? \_\_\_\_\_

Was he/she punctual? Were there any attendance concerns? \_\_\_\_\_

What do you consider his/her best characteristic? \_\_\_\_\_

---

**Insert  
Company  
logo here**

**Sample Company Hourly Position Reference Check – p. 2 of 2**

---

What type of work is this person best suited for? \_\_\_\_\_

Does this individual possess any other special skills or abilities? \_\_\_\_\_

What are the areas this person has the greatest opportunity to improve upon? \_\_\_\_\_

What type of work is this person least suited for? \_\_\_\_\_

Why did he/she leave your company? \_\_\_\_\_

Would you rehire him/her? \_\_\_\_\_

Any other comments that would help us in making a hiring decision?

**4.5(b) Reference Check Form – Salaried Position Template**

**Insert Company  
logo here**

**Sample Company Salaried Position Reference Check**

Name of Applicant: \_\_\_\_\_

Reference Check Conducted By: \_\_\_\_\_

Individual Contacted: \_\_\_\_\_ Title: \_\_\_\_\_

Company Name: \_\_\_\_\_

Office Phone: \_\_\_\_\_

**Comprehensive Appraisal**

Please tell me about **insert Candidate's Name**:

Strengths	Areas of improvement

Insert  
Company  
logo here

**Sample Company Salaried Position Reference Check – p. 2 of 3**

**RESPONSIBILITIES/ACCOUNTABILITIES**

Our information says that **insert name** position with your organization was **insert title of position given by applicant**. Would you please clarify what **insert applicant name** responsibilities and accountabilities were in that position?

---

---

---

**Overall Performance Rating**

On a scale of “excellent, good, fair or poor”, how would you rate **insert applicant name** overall performance?

\_\_\_\_\_ Why? \_\_\_\_\_

---

**Confirmation of Dates/Compensation**

What were **insert applicant name** start \_\_\_\_\_ and final \_\_\_\_\_ employment dates?

What were **insert applicant name** start \_\_\_\_\_ and final \_\_\_\_\_ compensation levels?

**Description of Position Applied For**

Let me tell you more about the job for which **insert applicant name** is applying.

**Insert  
Company  
logo here**

**Sample Company Salaried Position Reference Check – p. 3 of 3**

**Questions for me as hiring manager**

What would be your best advice to me for how I could best manage? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Would you rehire this individual? \_\_\_\_\_

**Final Comments**

Have you any final comments or suggestions regarding **Insert applicant's name**?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Thank You!**

I would like to thank you very much for your insightful and useful comments and suggestions.  
\_\_\_\_\_  
\_\_\_\_\_

4.7(a) Letter of Offer – Hourly Position Template

Insert Company  
logo here

Sample Company Hourly Position Offer Letter

PERSONAL AND CONFIDENTIAL

Insert Date

Insert Successful Applicants Name

Insert Successful Applicants Mailing Address

Dear **Insert Successful Applicants Name**:

It is with great pleasure that I confirm our offer of employment with **insert Sample Company's name**, in the position of **insert position title and shift if applicable**. This position reports to the **insert title of their manager**. This letter will detail the terms of your employment, which will begin on **insert start date**. **Insert the following sentence if reference checks have not yet been completed** - This offer of employment is subject to the completion of satisfactory references.

TERMS OF EMPLOYMENT:

1) **Compensation:**

Your starting salary will be \$**insert dollar amount** per hour, less all standard deductions. You will have a probationary period of **insert 3 or 6 months**. You will be paid by **direct deposit** on a **weekly basis**.

2) **Benefits (Insert If Applicable):**

Effective after **3 or 6 months** of employment you will be eligible to participate in the current **Benefits Plan**. The Plan includes **Insert Elements of Company Benefits Plan, if applicable**.

A more detailed summary of these plans is provided in the enclosed Benefits Plan Information Package

3) **Vacation:**

After one year of employment, you will be entitled to **2 weeks of paid vacation**.

4) **Pension (Insert If Applicable):**

Effective your first day of employment, you will be enrolled in the Company's Retirement Savings Plan for hourly employees. **Insert Elements of Company Pension Plan, only if applicable**.

**Insert Company  
logo here**

**Sample Company Hourly Position Offer Letter - p. 2 of 2**

**Insert Applicants Name**, I believe this accurately summarizes the terms and conditions of our offer. Should you require any additional information, please do not hesitate to give me a call. If you are in agreement with the above terms and conditions, please sign a copy of this letter acknowledging your acceptance of this offer and return one signed copy to my attention immediately.

On your first day, please bring a **blank (voided) cheque for direct deposit payroll**.

I believe we can provide an interesting and challenging career path for your future. Welcome to **insert Company Name**, I look forward to working with you.

Sincerely,  
**Insert Company Name**

**Insert Title (example: Hiring Manager)**

Cc: Human Resources

I hereby acknowledge receipt of this letter and accept the terms and conditions of employment contained therein.

ACCEPTED: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

4.7(b) Letter of Offer – Salaried Position Template

Insert Company  
logo here

Sample Company Salaried Position Offer Letter

PERSONAL AND CONFIDENTIAL

Insert Successful Applicants Name  
Insert Successful Applicants Mailing Address

Insert Date

Dear Insert Successful Applicants Name:

I wish to confirm our offer of employment with **insert Sample Company's name**, in the position of **insert position title** and reporting to **insert myself or name of manager**. Your employment will commence on **insert start date**. This offer of employment is subject to the completion of satisfactory reference inquiries by **insert sample company name**.

**Salary**

Your starting salary will be \$ **insert dollar amount** per annum. You will be paid by **direct deposit** on a **insert weekly or bi-weekly** basis. You will be eligible for a **merit salary review** by **insert date** based on your performance and achievement of your objectives established for **insert name of company**.

**Incentive (if Applicable)**

You will be eligible to participate in the **annual incentive program** as defined by **insert company name**. This incentive program rewards employees based on **insert criteria for incentive**. Your incentive will be at the target of **insert % of salary**.

**Benefits (Insert If Applicable)**

Effective your first day of employment, you will be eligible to participate in the company's Benefits Plan. The plan includes **Insert Elements of Company Benefits Plan, if applicable**.

A more detailed summary of these plans is provided in the enclosed Benefits Plan Information Package.

**Pension Plan (Insert If Applicable)**

Effective your first day of employment, you will be enrolled in the company's Retirement Savings Plan for salaried employees. **Insert Elements of Company Pension Plan, only if applicable**.

---

**Insert Company  
logo here**

**Sample Company Salaried Position Offer Letter – p. 2 of 2**

---

**Personal Savings Plan (Insert If Applicable)**

**Insert company name** also provides an optional Personal Savings Plan.

---

**Vacation**

Our vacation policy entitles you to two weeks **insert additional weeks vacation, if applicable** of paid vacation for each of the first three years of service. On a pro-rated basis you will be eligible for **insert number of** days of vacation between your start date and the end of **insert current year**. Vacation must be taken in the year of entitlement.

**Insert floating days, if applicable.**

Your entitlement to any additional weeks of vacation will be in accordance with the service scale of our company policy.

---

**Insert first name**, I believe this accurately summarizes the terms and conditions of our offer. Should you require any additional information, please do not hesitate to give me a call. If you are in agreement with the above terms and conditions, please sign a copy of this letter acknowledging your acceptance of this offer and return one signed copy to my attention by **insert date - maximum of one week from date of letter**.

On your first day of employment please report to our reception and ask for **insert name** who will facilitate your enrollment into the company's programs and assist you with the completion of the necessary documentation. Please bring with you

- Two blank (voided) cheques for direct deposit payroll purposes
- Your Social Insurance Card
- **If provided in advance: Your completed Personal Savings Plan enrolment forms (if applicable)**

We look forward to working with you. Welcome to **insert name of company**.

Sincerely,

**Insert Signature**

**Insert typed Name**

**Insert Title**

**Insert Company Name**

cc: Human Resources

---

#### 4.7(c) Letter of Rejection Template

---

**Insert Company  
logo here**

#### **Sample Company Rejection Letter**

---

**PERSONAL AND CONFIDENTIAL**

**Insert Applicant's First and Last Names**

**Insert Applicant's Mailing Address**

**Insert Date**

Dear **Insert Applicant's Name**:

It was a pleasure to meet you recently to discuss employment opportunities with **insert Company Name**.

We have now had the opportunity to fully review your background of education and work experience as it relates to the position of **insert job title applied for**. At the present time, we regret to advise that we are unable to offer you employment.

We will, however, retain your application for a minimum of six months and will contact you should a suitable position become available.

We would like to thank you for the interest you have shown in **insert Company Name**, and wish you every success in your future endeavours.

Sincerely,

**Insert Company Name**

Human Resources

**4.8 New Hire Checklist Template**

**Insert Company  
logo here**

**Sample Company New Hire Checklist**

Employee Name: \_\_\_\_\_  
 Employee Location: \_\_\_\_\_  
 Employee Status: \_\_\_\_\_  
 Start Date: \_\_\_\_\_  
 Manager: \_\_\_\_\_

Description of Activity	Responsibility	Timing	Not Started Started/Complete
Advise <u>Insert Name</u> that employee has accepted position and signed offer letter	<u>Insert Name</u>	Upon receiving signed offer letter	
Arrange for computer hardware and software to be installed along with password	<u>Insert Name of IS Contact</u>	Upon receiving signed offer letter	
Arrange for office location/desk/extension #/basic supplies (if applicable)	<u>Insert Name of Admin.</u>	Upon receiving signed offer letter	
Update name on phone	<u>Insert Name of Admin.</u>	Upon receiving signed offer letter	
Obtain access card to building and company credit card (if applicable)	<u>Insert Name of Admin./sign off by Finance</u>	Upon receiving signed offer letter	
Obtain business cards and name plates for office (if applicable)	<u>Insert Name of Admin.</u>	Upon receiving signed offer letter	
Obtain pager/cell phone/Blackberry (if applicable)	<u>Insert Name of Admin.</u>	Upon receiving signed offer letter	
Prepare employee announcement and send out to employee locations or all locations, (if applicable)	<u>Insert Name of Hiring Manager</u>	Prior to first day of employment	
Provide comprehensive tour of facility and introduction to all employees	<u>Insert Name of Hiring Manager</u>	On first day of employment	
Commence formal orientation program including all relevant Health and Safety training	<u>Insert Name of Hiring Manager/Admin.</u>	On first day of employment	
Add them to all company-specific and department-specific distribution lists	<u>Insert Name of Admin.</u>	On first day of employment	

## 4.9 Orientation Checklist Template

**Insert Company  
logo here**

### **Sample Company Orientation Checklist**

EMPLOYEE NAME \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

Welcome again to **insert Company Name**. I am very excited to have you on the team and I look forward to a smooth transition onto the team you will be working with.

This document is to outline your orientation plan in chronological order by date. The plan is as follows:

<b><u>Function/Key Contact(s)</u></b>	<b><u>Attendees</u></b>	<b><u>Purpose</u></b>	<b><u>Date/Meeting Duration</u></b>	<b><u>Location</u></b>
<b>Insert Department Insert Name Insert Extension</b>	<b>Insert Employee Name</b>	<ul style="list-style-type: none"> <li>➤ <b>Insert the purpose of the session</b></li> <li>➤ <b>Insert any items that the attendee is expected to bring or have completed beforehand</b></li> </ul>	<b>Insert Date Insert Duration</b>	<b>Insert location</b>

I'm sure you will find this orientation very interesting and informative, and I look forward to an update from you.

This orientation plan should include such things (if required) as computer software training (Outlook, Excel, and Power Point), proper use of telephone systems, photocopy equipment, first aid training, health & safety training, timecard training etc.

**SECTION 5 - TYPES OF EMPLOYMENT**

**5.1 Benefits Eligibility Template**

**Insert Company logo here**

**Sample Company Benefits Eligibility Confirmation Statement**

For: **INSERT EMPLOYEE NAME**

Printed on: **Insert MM/DD/YYYY**

This is your confirmation of enrollment. You will not receive a statement in the mail.

Your Benefits Coverage Effective Dates: Start: **Insert MM/DD/YYYY** End: **Insert MM/DD/YYYY**

<b>Benefit</b>	<b>Option</b>	<b>Category</b>	<b>Annual Price Tag</b>	<b>Annual Payroll Deductions</b>	<b>Per Pay Payroll Deductions</b>
Medical	Option #	<b>Insert employee, employee +1 or Family Coverage</b>	<b>Insert Annual Cost of Option and Category</b>	<b>Insert annual deduction amount only if benefit is not company-paid</b>	<b>Insert per pay deduction amount only if benefit is not company-paid</b>
Dental	Option #	<b>Insert employee, employee +1 or Family Coverage</b>	<b>Insert Annual Cost of Option and Category</b>	<b>Insert annual deduction amount only if benefit is not company-paid</b>	<b>Insert per pay deduction amount only if benefit is not company-paid</b>
Employee Life Insurance	Option #	<b>Insert employee, employee +1 or Family Coverage</b>	<b>Insert Annual Cost of Option and Category</b>	<b>Insert annual deduction amount only if benefit is not company-paid</b>	<b>Insert per pay deduction amount only if benefit is not company-paid</b>
Spousal Life Insurance	Option #	<b>Insert employee, employee +1 or Family Coverage</b>	<b>Insert Annual Cost of Option and Category</b>	<b>Insert annual deduction amount only if benefit is not company-paid</b>	<b>Insert per pay deduction amount only if benefit is not company-paid</b>
Child Life Insurance	Option #	<b>Insert employee, employee +1 or Family Coverage</b>	<b>Insert Annual Cost of Option and Category</b>	<b>Insert annual deduction amount only if benefit is not company-paid</b>	<b>Insert per pay deduction amount only if benefit is not company-paid</b>

Insert  
Company  
logo here

**Sample Company Benefits Eligibility Confirmation Statement – p. 2 of 4**

<b>Benefit</b>	<b>Option #</b>	<b>Category</b>	<b>Annual Price Tag</b>	<b>Annual Payroll Deductions</b>	<b>Per Pay Payroll Deductions</b>
Employee Accidental Death and Dismemberment	Option #	Insert employee, employee +1 or Family Coverage	Insert Annual Cost of Option and Category	Insert annual deduction amount only if benefit is not company-paid	Insert per pay deduction amount only if benefit is not company-paid
Spousal Accidental Death and Dismemberment	Option #	Insert employee, employee +1 or Family Coverage	Insert Annual Cost of Option and Category	Insert annual deduction amount only if benefit is not company-paid	Insert per pay deduction amount only if benefit is not company-paid
Child Accidental Death and Dismemberment	Option #	Insert employee, employee +1 or Family Coverage	Insert Annual Cost of Option and Category	Insert annual deduction amount only if benefit is not company-paid	Insert per pay deduction amount only if benefit is not company-paid
Long -Term Disability	Option #	Insert employee, employee +1 or Family Coverage	Insert Annual Cost of Option and Category	Insert annual deduction amount only if benefit is not company-paid	Insert per pay deduction amount only if benefit is not company-paid
Employee Vacation Buying	Option #	Insert employee, employee +1 or Family Coverage	Insert Annual Cost of Option and Category	Insert annual deduction amount only if benefit is not company-paid	Insert per pay deduction amount only if benefit is not company-paid
<b>Total:</b>			Insert total annual Cost of all Benefits Selected	Insert total employee annual deduction	Insert total employee deduction per pay
<b>Sales Tax:</b>				Insert total annual amount of sales tax deductions	Insert total amount of sales tax deductions per pay
<b>Grand Total:</b>				Insert grand total employee annual deduction	Insert grand total employee deduction per pay

Insert  
Company  
logo here

**Sample Company Benefits Eligibility Confirmation Statement – p. 3 of 4**

**Your Dependants**

Name	Date of Birth	Relationship	Covered Under Your Plan		Covered Under Another Plan	
			Medical	Dental	Medical	Dental
Insert Dependant's Name	Insert Dependant's Date of Birth	Insert Dependant's relationship to the employee	Select yes or no to indicate if this dependant is covered under your medical plan	Select yes or no to indicate if this dependant is covered under your dental plan	Select yes or no to indicate if this dependant is covered under another medical plan	Select yes or no to indicate if this dependant is covered under another dental plan

NOTE: This chart would be completed for each dependant. Example: husband or wife, child etc...

**Your Beneficiaries**

Employee Life Insurance			
Name On File	Relationship	Date of Birth (mm/dd/yyyy)	Benefit Percentage
Insert Name of Beneficiary	Insert Relationship to Employee of Beneficiary	Insert Beneficiary's Date of Birth	Insert percentage of Benefit that Beneficiary should receive

Employee Accident Insurance			
Name On File	Relationship	Date of Birth (mm/dd/yyyy)	Benefit Percentage
Insert Name of Beneficiary	Insert Relationship to Employee of Beneficiary	Insert Beneficiary's Date of Birth	Insert percentage of Benefit that Beneficiary should receive

Long-Term Disability			
Name On File	Relationship	Date of Birth (mm/dd/yyyy)	Benefit Percentage
Insert Name of Beneficiary	Insert Relationship to Employee of Beneficiary	Insert Beneficiary's Date of Birth	Insert percentage of Benefit that Beneficiary should receive

**Insert  
Company  
logo here**

**Sample Company Benefits Eligibility Confirmation Statement – p. 4 of 4**

**Your Retirement and Savings Contributions**

<b>Date</b>	<b>Account Type</b>	<b>Per Pay Amount</b>
<b>Insert effective date of contribution amount</b>	<b>Insert Account Type</b>	<b>Insert percentage per pay that should be contributed to your RRSP</b>

\*Notes:

- An RRSP Application Form must be completed and submitted prior to our being able to make any deposits into your account.
- Percentages contributed to your RRSP must be entered in whole numbers

## 5.2 Independent Contractor versus Employee Checklist Template

---

Insert  
Company  
logo here

**Sample Company** Independent Contractor versus Employee Checklist

---

<http://www.cra-arc.gc.ca/E/pub/tg/rc4110/rc4110-06e.pdf>

**5.3 (a) Employee Personal Status Change Form Template**

---

**Insert  
Company  
logo here**

**Sample Company Employee Personal Status Change Form**

---

TO BE COMPLETED BY EMPLOYEE IN THE EVENT OF CHANGES TO PERSONAL STATUS (E.G, MARRIAGE, DIVORCE, BIRTH OF CHILD, ADDRESS OR TELEPHONE CHANGE, CHANGE OF BENEFICIARY OR CHANGE OF EMERGENCY CONTACT)

CURRENT/PREVIOUS INFORMATION:

EMPLOYEE NAME \_\_\_\_\_

EMPLOYEE ADDRESS \_\_\_\_\_

EMPLOYEE TELEPHONE \_\_\_\_\_

EMERGENCY CONTACT NAME \_\_\_\_\_

EMERGENCY CONTACT NUMBER \_\_\_\_\_

CHANGE(S):

EFFECTIVE DATE OF CHANGE(S) \_\_\_\_\_

NEW NAME \_\_\_\_\_

NEW ADDRESS \_\_\_\_\_

NEW TELEPHONE \_\_\_\_\_

NEW EMERGENCY CONTACT NAME OR NUMBER \_\_\_\_\_

CHANGE OF BENEFICIARY STATUS YES NO

REASON FOR CHANGE(S) \_\_\_\_\_

OTHER CHANGES (NOT LISTED ABOVE)

EMPLOYEE SIGNATURE \_\_\_\_\_

**5.3(b) Employment Workplace Status Change Form Template**

Insert  
Company  
logo here

**Sample Company** Employment Workplace Status Change Form Template

Used for new hires/terminations/promotion/transfers/salary change/billing rate change/leaves

Type of Change: (check all those that apply)	Complete Sections:
New Hire	- A/B/C/I
Employment Status Change	- A/B/I
Salary Change	- A/D/I
Job Category Change	- A/E/I
Leave of Absence	- A/F/I
Termination/Resignation	- A/G/I

<b>A</b>	Name:	Department:
	Employee Number:	Position Title:
<b>B</b>	Status: Full-Time <input type="checkbox"/> Part-Time <input type="checkbox"/> ____/hrs Week	Contract <input type="checkbox"/>
<b>C</b>	Start Date:	Pay Rate: Salary: \$_____ Hourly: \$_____
	End of Contract:	Benefits Eligibility Date:
	Contract Renewal Date:	Vacation Accrual Date:
<b>D</b>	Current Salary:	New Pay Rate:
	Current Hourly:	Effective Date:
<b>E</b>	Effective Date:	New Position Title:
	Department:	New Job Category:
<b>F</b>	Leave Category:	Expected Return:
	Effective Date:	Other:
<b>G</b>	Last Day of Active Employment:	Notice Period (weeks/days):
	Reason For Leaving:	Other:
<b>I</b>	Manager Approval:	Date:

Comments?

## SECTION 6 - VACATION/HOLIDAYS/LEAVES

### 6.3 Jury Duty Notice Template

---

**Insert  
Company  
logo here**

**Sample Company Excused from Jury Duty Notice**

---

**Date:** **Insert Date**

**To:** Whom It May Concern

**RE:** **Insert Employee's Name**

---

This is to confirm that **Insert Employees Name** performs services for **Insert Company Name** as an **Insert Position**. **Insert Employee Name** advised us that on **Insert Date information was provided** he/she received notification that he/she may be required to attend jury duty. It is our belief that having **Insert employees name** attend jury duty for any period of time will create undue hardship for the following reasons:

**Insert employees name and reasons why there will be undue hardship if the employee participates as a Juror.**

For these reasons, requiring **Insert employees name** to attend jury duty will create undue hardship for both himself, our business and our customers and we are requesting that **Insert employee's name** be excused from jury duty.

Yours truly,

**Insert Name**  
**Insert Title**  
**Insert Company Name**

## 6.4 Medical Leave of Absence Template

Insert  
Company  
logo here

### Sample Company Medical Leave of Absence

Date: **Insert Date**

To: **Insert Manager Name**

Re: **Insert Employee's Name**

TO BE COMPLETED FOR ALL ABSENCES WHEN EMPLOYEE IS REQUESTING TO BE PAID FOR SICK DAY

EMPLOYEE NAME \_\_\_\_\_

DATE(S) OF SHORT TERM ILLNESS \_\_\_\_\_

RETURN TO WORK:

FIRST DAY WORKED \_\_\_\_\_

APPROVALS

SIGNATURE MANAGER \_\_\_\_\_

DATE \_\_\_\_\_

**Note:**

Please note that medical certificates will be required for health-related absences of three (3) or more working days. However, medical certificates may be requested at any time and must include the date you visited the physician, a statement that you were unable to work due to medical reasons and the physician's signature.

## 6.5 Non-Medical Leave of Absence Template

Insert  
Company  
logo here

### Sample Company Non-Medical Leave of Absence

Date: **Insert Date**

RE: **Insert Employee's Name**

TO BE COMPLETED FOR ALL ABSENCES IN EXCESS OF ONE CALENDAR WEEK (E.G., STD, LTD, PERSONAL LEAVE OF ABSENCE, PREGNANCY/PARENTAL/ADOPTION LEAVE)

**TYPE OF LEAVE (Please Check):**

Medical Leave (Short Term Disability, Long Term Disability):

Personal Leave of Absence:

Pregnancy/Parental/Adoption:

Last Day Worked: \_\_\_\_\_ Date Leave will commence: \_\_\_\_\_

Expected date of return: \_\_\_\_\_ First Day Worked: \_\_\_\_\_

**TERMS AND CONDITIONS FOR EMPLOYEE:**

1. I agree to abide by all terms and conditions outlined under the company policies.
2. If my leave is for medical reasons, I agree to supply medical information as requested.
3. I agree to return when my leave ends and understand that failure to do so will mean that I have resigned my position.
4. If my leave is for personal reasons, I agree that I will pay the benefit premiums for my Group Insurance Benefits and that certain benefits may no longer apply.
5. If my leave is for personal reasons, I agree that I will not work elsewhere for the duration of the leave.

**APPROVALS:**

**PLEASE NOTE A LEAVE OF ABSENCE WILL NOT BE GRANTED WITHOUT THE SIGNED AUTHORIZATION OF THE EMPLOYEE'S MANAGER**

MANAGER SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

## 6.9 Vacation Request Form Template

Insert  
Company  
logo here

### Sample Company Vacation Request

Date: **Insert Date**

Re: **Insert Employee's Name**

Department: **Insert Department Name**

TO BE COMPLETED FOR ALL VACATION REQUESTS. PLEASE REFER TO THE VACATION PROCEDURES OUTLINED IN THE COMPANY POLICY

EMPLOYEE NAME \_\_\_\_\_

CURRENT DATE \_\_\_\_\_

FIRST VACATION DAY \_\_\_\_\_

LAST VACATION DAY \_\_\_\_\_

FLOAT DAY ELIGIBILITY \_\_\_\_\_

#### **APPROVALS**

PLEASE NOTE A VACATION WILL NOT BE APPROVED WITHOUT THE SIGNED AUTHORIZATION OF YOUR **INSERT SUPERVISOR/MANAGER.**

**INSERT EMPLOYEE SIGNATURE** \_\_\_\_\_

DATE \_\_\_\_\_

**INSERT SUPERVISOR/MANAGER SIGNATURE** \_\_\_\_\_

DATE APPROVED \_\_\_\_\_

## SECTION 7 – COMPENSATION

### 7.1 Benefits Memo for Employees Template

---

**Insert  
Company  
logo here**

#### **Sample Company Benefits Memo for Employees**

---

**Date:** **Insert Date**

**Topic:** **Flexible Benefits (insert year) Enrollment**

---

#### **It's Re-enrollment Time!**

Your enrollment period runs from **Insert Date** to **Insert Date**

January 1, **Insert year** is closer than you think! That means that it is time for your annual enrollment for your benefits program. You only have this one opportunity (outside of an eligible life event) to tailor your benefits to your personal needs for this year. During this annual enrollment period, you can make new choices or simply keep the same coverage as you have today.

If you do not re-enroll, you maintain your current coverage.

#### **Enrollment Deadline**

**You have until **Insert deadline date** to complete your re-enrollment.**

#### **Important Reminder**

Claims and inquiries are handled by **Insert carrier name** and are reimbursed based on the options you choose. You have **Insert # days** from the end of the calendar year in which the expense occurred to submit your claim.

#### **Questions?**

Send an e-mail to **insert contact name or e-mail address**

**7.2(a) Overtime Authorization Template**

**Insert  
Company  
logo here**

**Sample Company Overtime Authorization**

**TO BE AUTHORIZED BY THE MANAGER. PLEASE NOTE THAT OVERTIME WILL NOT BE PAID UNLESS THIS FORM IS PROPERLY COMPLETED AND AUTHORIZED.**

EMPLOYEE NAME \_\_\_\_\_

PAY PERIOD ENDING DATE \_\_\_\_\_

WEEK (1 OR 2 OF PAY PERIOD) \_\_\_\_\_

OVERTIME HOURS TO BE PAID

<u>DAY</u>	<u>OT HOURS</u>	<u>DATE</u>	<u>EXPLANATION FOR OVERTIME</u>
Monday	_____	_____	_____
Tuesday	_____	_____	_____
Wednesday	_____	_____	_____
Thursday	_____	_____	_____
Friday	_____	_____	_____

**APPROVALS**

EMPLOYEE SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

MANAGER SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

**7.2(b) Overtime Sign-Up Template**

**Insert  
Company  
logo here**

**Sample Company Overtime Sign-Up**

**NOTICE OF OVERTIME AVAILABILITY**

<b>Department: Insert Department Name</b>	<b>Shift: Indicate the shift in which the O/T is required</b>
<b>Date/Time OT Required: Insert the date and time the O/T is required</b>	<b>Approximate Number of Hours of OT in Pay Period: Insert the number of hours of OT in the Pay Period</b>
<b>Positions Eligible: Insert the positions eligible</b>	<b>Nature of Work: Outline the nature of work involved</b>

**Insert Company Name** Policy on Overtime:

- Overtime is calculated on a weekly basis.
- Overtime must be requested and approved by the Supervisor in advance of the employee working overtime.
- Employees must sign-up for overtime using this form. Overtime is then granted to those employees qualified to perform the required work on a first-come basis. In work areas in which the interest in working overtime is high, to ensure fairness, the Manager may approve overtime to those interested on a rotating basis.
- Overtime is paid at time and a half (1 ½) after **Insert Legislative Threshold # Hours For Overtime**.

If I am selected, I agree to work on an overtime basis for the above-noted period.

Name	Signature	Date

### 7.3 Direct Deposit Memo Template

---

**Insert  
Company  
logo here**

#### **Sample Company Direct Deposit Memo**

---

Effective **Insert start date**, all **Insert Company Name** employees will be transferred to a direct deposit payroll system. With direct deposit all **Insert Company Name** employees are still paid under the same bi-weekly system. The pay will be deposited in your bank account each pay date by 12:10 a.m.

In order to assist us in implementing this change, we would ask that you complete the form below and attach a void cheque from either your chequing or savings account.

Please submit this information to your **Insert Manager or Finance Department**.

---

Name (Please Print): \_\_\_\_\_

Address (Please Print): \_\_\_\_\_

Phone: \_\_\_\_\_

Signature: \_\_\_\_\_

#### **BANK ACCOUNT INFORMATION**

Bank Name: \_\_\_\_\_

Bank Number: \_\_\_\_\_

Transit Number: \_\_\_\_\_

Account Number: \_\_\_\_\_

## 7.5 Use of Timecards/Timesheets Template

---

**Insert  
Company  
logo here**

### **Sample Company Use of Timecards/Timesheets Memo**

---

**TO: All Insert Company Employees**

**FROM: Insert Manager Name**

**DATE: Insert Date**

**RE: Proper Use of Timecards and Timesheets**

---

Please be advised that the proper use of timecards or timesheets includes the following guidelines:

1. You are not permitted to assign any other employee to swipe your timecard or sign your timesheet under any circumstances.
2. You are not permitted to swipe your timecard or sign your timesheet prior to the end of your shift unless you have written authorization from your Manager.
3. You are not permitted to falsify your timecard or timesheet and by doing so, you will be subject to severe discipline, including termination of employment.

If you have any further questions regarding the proper use of timecards or timesheets, please do not hesitate to speak with me directly.

Sincerely,

**Insert Manager Name**

## 7.6 Wage and Salary Increase Template

---

Insert  
Company  
logo here

### Sample Company Wage and Salary Increase

---

**To:** Insert Employee's Name

**From:** Insert Manager's Name

**Date:** Insert Date

**Topic:** Salary Increase

---

Dear **Insert Employee Name**,

I would like to take this opportunity to recognize you for your valued contributions over the past year. You bring a strong work ethic and performance-driven bias to your position.

In recognition of your performance, I have recommended a salary adjustment of **INSERT AMOUNT** per annum effective **INSERT EFFECTIVE DATE**, which represents an **INSERT %** increase. This adjustment has been approved and will bring your annual salary to **INSERT NEW SALARY** per annum. This wage adjustment will be reflected on your **INSERT PAY DATE** pay.

Again, I would like to thank you for your valued contributions to the team and look forward to many future successes.

Sincerely,

**INSERT MANAGER NAME AND TITLE**

cc: Employee File

## SECTION 8 – TERMINATIONS

### 8.1 Confirmation of Employment Letter (Former Employees) Template

---

<p><b>Insert Company logo here</b></p>
--

**Sample Company Confirmation of Employment Letter (Former Employees)**

---

**Insert Date**

To Whom It May Concern:

This letter will service as verification of employment regarding the following employee:

Name: **Insert Individual's Name**

Job Title: **Insert Job Title, Insert Company Name**

Period of Employment: **Insert date worked from - Insert date worked to**

Please do not hesitate to contact me at **Insert contact phone number** if you require anything further.

Sincerely,

**Insert Contacts Name  
Insert Contacts Title  
Insert Company Name**

## 8.2 Exit Interview Template

---

Insert  
Company  
logo here

### Sample Company Exit Interview Template

---

Employee Name: **Insert Employee Name**

Position: **Insert Employee's Name**

Department: **Insert Department Name**

Supervisor: **Insert Supervisor's name**

Separation Date: **Insert Date separated from the company**

Exit Interviewer's Name: **Insert Interviewer's Name**

---

1. What did you like *most* about your job?

---

2. What did you like *least* about your job?

---

3. Was your workload \_\_\_\_ too heavy, \_\_\_\_ about right, \_\_\_\_ too light, \_\_\_\_ varied?

4. Do you feel your supervisor/manager – followed by “Usually”, “Sometimes”, or “Never”

\_\_\_\_\_ Communicated policies and procedures

\_\_\_\_\_ Followed policies and procedures

\_\_\_\_\_ Demonstrated fair treatment

\_\_\_\_\_ Provided recognition for a job well done

\_\_\_\_\_ Encouraged cooperation

\_\_\_\_\_ Resolved complaints and problems promptly

\_\_\_\_\_ Understood your responsibilities

**Insert  
Company  
logo here**

**Sample Company Exit Interview Template – p. 2 of 2**

5. Would you say that morale among employees in your department was excellent  
 good  fair  poor

6. How would you rate the following in your department/branch? (again followed by “Excellent”, “Good”, “Fair”, “Poor”.)

\_\_\_\_\_ Cooperation within the department/branch

\_\_\_\_\_ Cooperation with other departments/branches

\_\_\_\_\_ On the job training

7. Do you feel that discipline was  fair,  too lenient,  too severe,  don’t know?

8. How did you view your changes for advancement?

9. What would have made you feel better about your job?

10. Was your decision to leave the company influenced by any of the following?

\_\_\_\_\_ Better job opportunity      \_\_\_\_\_ Family/personal circumstances

\_\_\_\_\_ Type of work      \_\_\_\_\_ Self-employment

\_\_\_\_\_ Rate of pay      \_\_\_\_\_ Health

\_\_\_\_\_ Supervision      \_\_\_\_\_ Return to School

\_\_\_\_\_ Transportation      \_\_\_\_\_ Other

### 8.3(a) Option to Bump Layoff Letter Template

Insert  
Company  
logo here

#### Sample Company Option to Bump Layoff Letter

**INSERT DATE**

**INSERT NAME**  
**INSERT ADDRESS**

RE: Employment Status

Dear **INSERT NAME**:

This letter confirms that your position as **insert title of position** will be eliminated and as a result you will be laid off effective **insert layoff date**. This layoff notice is provided in accordance with legislation.

As a result, you will have an opportunity to elect one of the following options:

- I elect to transfer into the position currently occupied by the most junior employee.

OR

- I elect to accept a layoff.

Please do not hesitate to contact me directly if you have any questions.

Sincerely,

**INSERT NAME OF SUPERVISOR**

I have read and acknowledge receipt of a copy of this letter

\_\_\_\_\_  
Employee Name

c.c. **INSERT COPIES**

### 8.3(b) Permanent Layoff Letter Template

Insert  
Company  
logo here

#### Sample Company Permanent Layoff Letter

**INSERT DATE**

**INSERT EMPLOYEE NAME**

Dear **Mr. /Ms:**

It is with regret that we must advise you that as a result of restructuring at the **Insert Location**, your employment with **insert company name** will be terminated effective **Insert date of layoff**.

In order to assist you in obtaining alternate employment, the company will provide you with the following arrangements:

1. **Written notice or the equivalent pay in lieu of notice** in accordance with applicable provincial legislation.
2. Severance pay **Insert if applicable** in accordance with the applicable provincial legislation.
3. Payment of accrued vacation as of the date of termination.
4. Group benefits (if applicable) up to and including date of termination.
5. You will be advised of any rights you may have to convert certain group insurance benefits **Insert if applicable** from group to individual coverage under separate cover.

We wish to express our sincere appreciation for your hard work and dedication and extend our best wishes for success in your future endeavors.

Sincerely,

**INSERT BRANCH MANAGER NAME**

Acknowledgment of receipt by employee:

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

c.c. **INSERT COPIES**

## 8.4 Confirmation of Resignation Letter Template

---

Insert  
Company  
logo here

### Sample Company Confirmation of Resignation Letter

---

**INSERT DATE**

**INSERT NAME**  
**INSERT ADDRESS**

Dear **INSERT NAME**:

Further to your verbal resignation that was provided on **Insert Date**, this letter confirms that **Insert Company** accepts your resignation effective **Insert Date of Resignation**.

If you have any questions, please do not hesitate to contact me.

Sincerely,

**INSERT NAME OF SUPERVISOR**

c.c. Payroll  
Personnel File

**8.6(a) Termination Letter – Probationary Template**

---

<p><b>Insert Company logo here</b></p>
--

**Sample Company Termination Letter – Probationary**

---

**INSERT DATE**

**INSERT NAME  
INSERT ADDRESS**

Dear **INSERT NAME**:

This letter confirms that your employment with **INSERT NAME OF COMPANY** is terminated effective immediately for failing to satisfy your probationary period.

Please note that your Record of Employment and any outstanding vacation pay will be forwarded to you separately.

Sincerely,

**INSERT NAME OF SUPERVISOR**

c.c. Payroll  
Personnel File

**8.6(b) Termination Letter – Without Cause Template**

**Insert  
Company  
logo here**

**Sample Company Termination Letter – Without Cause Template**

**PRIVATE & CONFIDENTIAL**

**Insert Date of Termination**

**Insert Name**

**Insert Address**

Dear **Mr. /Mrs:**

This letter will confirm our discussion today concerning the termination of your employment with **Insert Name of Company** effective today, **Insert Date of Termination**.

**Insert very brief statement about the reasons for the termination.**

The company is prepared to provide you with the following severance arrangement. The severance package described in this letter is inclusive of, and not in addition to, any benefits, allowances or obligations prescribed by employment statutes and is to be in full payment of the obligations under such legislation, including any individual notice, termination pay and severance pay options:

Upon acceptance, the following will apply while you are pursuing your career options:

**You need to determine whether you will pay a Salary Continuance (Paragraph # 1) or Lump-Sum Payment (Paragraph # 2)**

Insert  
Company  
logo here

**Sample Company Termination Letter - Without Cause Template – p. 2 of 2**

**Salary Continuance Option # 1**

- You will receive a combined notice/severance allowance (hereinafter referred to as severance) inclusive of any required statutory notice, from **Insert Company Name** for a maximum of **Insert Number of Weeks** at your current salary of **\$ Insert Current Salary per annum**, for the period beginning **Insert Last Date Worked** and ending **Insert End of Severance Period**. This severance allowance will be paid in instalments bi-weekly, as per current practice, and will be subject to applicable deductions.
- Vacation accrual will continue up until **Insert end of statutory notice period** and you will receive any outstanding vacation pay in a lump sum at that time.
- **Insert statement regarding continued benefit coverage (if applicable) OR**

**Lump-Sum Option # 2**

- You will receive a combined notice/severance allowance (hereinafter referred to as severance) inclusive of any required statutory notice, from **Insert Company Name** for a maximum of **Insert Number of Weeks** at your current salary of **\$ Insert Current Salary per annum**, to be payable in one lump-sum payment. This severance payment will be subject to all applicable deductions.
- Vacation accrual will continue up until **Insert end of the statutory notice period** and you will receive any outstanding vacation pay in a lump sum payment.
- Your benefit coverage will cease upon **Insert Date of Termination**.
- You hereby agree that these arrangements are deemed confidential between yourself and the company and that you will comply with the terms and conditions of the attached Final Release.
- You must adhere to the terms of your agreement with **Insert Company Name** regarding Confidentiality of Information and Non-Solicitation.

All company files/documents/equipment/property including any company keys, credit cards, access passes and computer passwords will be turned over on your last day of employment.

We would appreciate it if you would indicate your understanding and agreement with these arrangements by signing one copy of this letter below together with the attached Full and Final Release and returning it to me before **Insert 1 week after termination**.

We sincerely wish you success in your future endeavours.

Yours sincerely,

I, **Insert Name**, acknowledge receipt of the above letter.

**Insert Manager Name and Title**

\_\_\_\_\_  
**Insert Employee Signature**

## 8.6(c) Termination Letter – With Cause Template

Insert  
Company  
logo here

### Sample Company Termination Letter – With Cause Template

**INSERT DATE**

**INSERT EMPLOYEE NAME**  
**ADDRESS**  
**CITY, PROVINCE**  
**POSTAL COST**

Dear **EMPLOYEE FIRST NAME**:

**INSERT COMPANY NAME** has concluded its investigation of recent incidents involving allegations of \_\_\_\_\_ (example: verbal and physical abuse, harassment and intimidation).

A review of your Personnel File was conducted and the following was noted:

**EXAMPLES SHOULD BE VERY SPECIFIC, SUCH AS:**

- On November 29, 2007, you were suspended for a period of two (2) weeks for theft of Company property.
- On January 15, 2008, you received two (2) written warnings in regards to the following:
  1. shipping performance, derogatory language and
  2. falsification of your timesheets.
- We received three (3) written complaints regarding the following:
  1. January 15, 2008 your use of derogatory (demeaning & demoralizing comments of a sexual nature) language and the refusal to ship product.
  2. January 09, 2008 your use of derogatory language (racial comments) and the refusal to ship product.
  3. January 09, 2008 your improper shipping and vindictive and taunting behavior.

**INSERT EMPLOYEE'S FIRST NAME**, after the completion of a thorough investigation it is apparent that despite numerous attempts at counselling and formal discipline, you are unable or unwilling to work in accordance with our policies and standards expected from all **INSERT COMPANY NAME** employees.

Accordingly, we have no alternative but to terminate your employment with **INSERT COMPANY NAME** effective today, **INSERT TERMINATION DATE**.

Regards,

**MANAGER'S NAME**  
**MANAGER'S TITLE**  
**MANAGER'S COMPANY NAME**

## 8.6(d) Termination Checklist for Managers Template

Insert  
Company  
logo here

### Sample Company Termination Checklist for Managers Template

1. Greet the Employee
  - Invite employee to sit down
  - Ensure that the meeting takes place in a private location (e.g., boardroom/office)
  - Keep the meeting very short (approximately 5-10 minutes)
  - Remember the primary purpose of meeting (communicate the decision to terminate)
  - Make an effort to be sincere and supportive
  - Avoid using patronizing language
2. Focus of the Agenda

Create a context for the termination decision. For example, in the case of a restructuring you might want to state as follows: “As you know, the company has been struggling to remain viable in the current marketplace, and we have had to make some difficult decisions about scaling down our operations.”
3. Communicate the Decision

Clearly and concisely state the reasons for termination and the effective date.  
Indicate that the decision is final and that you support the decision.  
Avoid unnecessary editorial when communicating the decision.
4. Outline and Explain the Separation Package
  - Severance and/or notice, if applicable
  - Outstanding vacation entitlement
  - Group Insurance Benefits
  - Career outplacement counseling
  - Provided typed copy of the above information by way of termination letter.
5. Discuss Separation Logistics
  - Transfer of existing work projects
  - Return of company property (e.g., computer access, return of IDs, keys, etc.)
  - Consider the employee’s needs to say “good bye” to co-workers. Wherever possible, provide the employee with an opportunity to exit the premises on a positive note
  - Suggest that the employee return after regular working hours to pack up personal belongings under the supervision of their Manager.
6. Close the Meeting

Consider the employee’s needs and typical company procedure when closing the meeting and communicating the next steps. For example, these steps might include the following:

  - Provide the employee with information on career outplacement counselling.
    - Accompanying the former employee to his/her work areas to commence the process of packing up
    - Direct the employee to Human Resources, if necessary.

# **APPENDIX I**

## **Federal, Provincial and Territorial Ministries and Departments Contact Information**

## **INTRODUCTION TO PART 3 – LEGISLATIVE OVERVIEW**

This section of the *CARI Policy Manual* provides a summary of the relevant workplace legislation for both federally regulated and provincially regulated employers. Federally regulated employees account for approximately 10 percent of all Canadian workers. The vast majority of the recycling companies that will use and benefit from this document are provincially regulated.

The main areas of legislation covered include human rights, labour relations (governing union – management relationships), employment standards, privacy, health and safety and workers' compensation.

**Appendix I** includes a summary of contact information (i.e., address, telephone and fax numbers) for the federal, provincial and territorial ministries and departments. Each area of legislation has a listing of the information by province or territory.

**Appendix II** provides an overview of the federal and provincial laws and includes a description of the purpose of the legislation and the governing body responsible for ensuring its compliance.

**Appendix III** provides the citation where the federal, provincial and territorial legislation and regulations can be found.

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## FEDERAL CONTACTS

TOPIC	ADDRESS	PHONE NUMBERS	URL LINK
<b>Labour Relations</b>	Canadian Industrial Relations Board Suite 5300, 1 Front Street W Toronto, Ontario M5J 2X7	<b>Phone:</b> (416) 973-3783 <b>Fax:</b> (416) 973-6543  <b>Phone (Toll-free):</b> 1 (800) 575-9696	<a href="http://www.cirb-ccri.gc.ca/index.html">www.cirb-ccri.gc.ca/index.html</a>
<b>Employment Standards</b>	Labour Program Office 4900 Yonge Street, 8th Floor North York, Ontario M2N 6A8	<b>Phone (Toll-free Canada):</b> 1 (800) 641-4049 <b>Fax:</b> (416) 954-6178	<a href="http://www.hrsdc.gc.ca">www.hrsdc.gc.ca</a>
<b>Human Rights</b>	Canadian Human Rights Commission 344 Slater Street, 8th Floor, Ottawa, Ontario K1A 1E1	<b>Phone:</b> (613) 995-1151 <b>Phone (Toll-free):</b> 1 (888) 214-1090 <b>Fax:</b> (613) 996-9661 <b>TTY:</b> 1 (888) 643-3304	<a href="http://www.chrc-ccdp.ca">www.chrc-ccdp.ca</a>
<b>Occupational Health and Safety</b>	Canadian Centre for Occupational Health and Safety (CCOHS) 135 Hunter Street East Hamilton, Ontario L8N 1M5	<b>Phone:</b> (905) 272-2981 <b>Fax:</b> (905) 572-2206	<a href="http://www.ccohs.ca">www.ccohs.ca</a>
<b>Workers' Compensation</b>	<b>Please refer to provincial contact</b>	<b>Please refer to provincial contact</b>	<b>Please refer to provincial contact</b>

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## PROVINCIAL CONTACTS

### Labour Relations

PROVINCE	ADDRESS	PHONE NUMBERS	URL LINK
<b>Alberta</b>	10808 - 99 Avenue Suite 501 Edmonton AB T5K 0G5	<b>Phone:</b> (780) 422-5926 <b>Fax:</b> (780) 422-0970	<a href="http://www.alrb.gov.ab.ca/">www.alrb.gov.ab.ca/</a>
<b>British Columbia</b>	Suite 600, Oceanic Plaza, 1066 West Hastings Street, Vancouver, B.C. V6E 3X1	<b>Phone:</b> (604) 660-1300 <b>Fax:</b> (604) 660-1892	<a href="http://www.gov.bc.ca">www.gov.bc.ca</a>
<b>Manitoba</b>	175 Hargrave Street Suite 500 Winnipeg, Manitoba R3C 3R8	<b>Phone:</b> (204) 945-3783 <b>Fax:</b> (204) 945-1296	<a href="http://www.gov.mb.ca/labour/labbrd/index.html">www.gov.mb.ca/labour/labbrd/index.html</a>
<b>New Brunswick</b>	Chestnut Complex P. O. Box 6000 Fredericton, NB E3B 5H1	<b>Phone:</b> (506) 453-2597 <b>Fax:</b> (506) 453-3618	<a href="http://www.gnb.ca/0110/index-e.asp">www.gnb.ca/0110/index-e.asp</a>
<b>Newfoundland</b>	Labour Relations Board P. O. Box 8700 St. John's, NL A1B 4J6	<b>Phone:</b> (709) 729-2707 <b>Fax:</b> (709) 729-5738	<a href="http://www.hrle.gov.nl.ca/lrb/">www.hrle.gov.nl.ca/lrb/</a>
<b>Nova Scotia</b>	P.O. Box 697 5151 Terminal Road Halifax, Nova Scotia B3J 2T8	<b>Phone:</b> (902) 424-5301 <b>Fax:</b> (902) 424-0503	<a href="http://www.gov.ns.ca/enla/lrb/">www.gov.ns.ca/enla/lrb/</a>
<b>Ontario</b>	505 University Avenue 2 <sup>nd</sup> Floor Toronto, Ontario	<b>Phone:</b> (416) 326-7500 <b>Phone (Toll-free):</b> 1 (877) 339-3335 <b>Fax:</b> (416) 326-7531	<a href="http://www.olrb.gov.on.ca/english/">www.olrb.gov.on.ca/english/</a>
<b>P.E.I.</b>	Sherwood Business Centre 2nd Floor P.O. Box 2000 Charlottetown, PE C1A 7N8	<b>Phone:</b> (902) 368-5550 <b>Phone (Toll-free):</b> 1 (800) 333-4362 <b>Fax:</b> (902) 368-5476	<a href="http://www.govpe.ca/commcul/lairinfo/">www.govpe.ca/commcul/lairinfo/</a>
<b>Quebec</b>	5 étage 900, Boul. Rene Levesque Quebec City, Quebec G1R 6C9	<b>Phone:</b> (418) 643-3208 <b>Phone (Toll-free):</b> 1 (866) 864-3646 <b>Fax:</b> (418) 643-8946	<a href="http://www.crt.gouv.qc.ca/default.asp">www.crt.gouv.qc.ca/default.asp</a>
<b>Saskatchewan</b>	Labour Standards Branch Sturdy Stone Building 809 122 3rd Avenue North Saskatoon, Saskatchewan S7K 2H6	<b>Phone:</b> (306)787-2406 <b>Fax:</b> (306) 787-2664	<a href="http://www.sasklabourrelationsboard.com/">www.sasklabourrelationsboard.com/</a>

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## PROVINCIAL CONTACTS

### Employment Standards – page 1 of 2

PROVINCE	ADDRESS	PHONE NUMBERS	URL LINK
<b>Alberta</b>	717 - 7 Avenue SW Suite 150 Elveden Centre Calgary AB T2P 0Z3	<b>Phone (Toll-free):</b> 1 (877) 427-3731 <b>Fax:</b> (403) 297-5843	<a href="http://www.employment.alberta.ca">www.employment.alberta.ca</a>
<b>British Columbia</b>	101-10475 - 138 Street V3T 4K4	<b>Phone:</b> (604) 586-4251 <b>Fax:</b> (604) 586-4249	<a href="http://www.labour.gov.bc.ca">www.labour.gov.bc.ca</a>
<b>Manitoba</b>	Room 604 - 401 York Avenue Winnipeg, Manitoba R3C 0P8	<b>Phone:</b> (204) 945-3352 <b>Fax:</b> (204) 948-3046	<a href="http://www.gov.mb.ca">www.gov.mb.ca</a>
<b>New Brunswick</b>	Chestnut Complex 470 York Street P.O. Box 6000 Fredericton, NB E3B 3P7	<b>Phone (Toll-free):</b> 1 (888) 452-2687 <b>Fax:</b> (506) 453-3806	<a href="http://www.gnb.ca">www.gnb.ca</a>
<b>Newfoundland and Labrador</b>	P.O. Box 8700 St. John's, NL A1B 4J6	<b>Avalon Region</b> 1 (877) 729-7888 <b>Central Region</b> 1 (888) 632-4555 <b>Western Region</b> 1 (866) 417-4753 <b>Labrador Region</b> 1 (888) 773-9311	<a href="http://www.hrle.gov.nl.ca">www.hrle.gov.nl.ca</a>
<b>N.W.T (Nunavut)</b>	Employment Standards, Department of Education, Culture and Employment, Government of the Northwest Territories, PO. Box 1320, Yellowknife, NT X1A 2L9	<b>Phone (Toll-free):</b> 1 (888) 700-5707 <b>Fax:</b> 867-873-0483	<a href="http://www.ece.gov.nt.ca">www.ece.gov.nt.ca</a>

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## PROVINCIAL CONTACTS

### Employment Standards – page 2 of 2

PROVINCE	ADDRESS	PHONE NUMBERS	URL LINK
<b>Nova Scotia</b>	PO Box 697 5151 Terminal Road Halifax, NS B3J 2T8	<b>Phone:</b> (902) 424-5301 <b>Fax:</b> (902) 424-0503	<a href="http://www.gov.ns.ca">www.gov.ns.ca</a>
<b>Ontario</b>	777 Bay Street, Suite M212, Market Level, Toronto ON, M5G 2C8	<b>Phone:</b> (416) 326-7160 <b>Phone (Toll-free):</b> 1 (800) 531-5551	<a href="http://www.ontario.ca/labour">www.ontario.ca/labour</a>
<b>P.E.I.</b>	Sherwood Business Centre 2nd Floor P.O. Box 2000 Charlottetown, PE C1A 7N8	<b>Phone (Toll-free):</b> 1 (800) 333-4362 <b>Fax:</b> (902) 368-5476	<a href="http://www.gov.pe.ca">www.gov.pe.ca</a>
<b>Quebec</b>	400 boulevard Jean-Lesage Hall Est, 7 <sup>e</sup> étage Québec (Québec) G1K 8W1	<b>Phone:</b> (418) 644-0817 <b>Phone (Toll-free):</b> 1 (800) 563-9058 <b>Fax :</b> (418) 643-5132	<a href="http://www.cnt.gouv.qc.ca">www.cnt.gouv.qc.ca</a>
<b>Saskatchewan</b>	<b>Head Office:</b> 3rd Floor, 1870 Albert Street Regina, SK S4P 4W1	<b>Phone (Toll-free):</b> 1 (800) 667-1783 <b>Phone:</b> (306) 787-2438 <b>Fax:</b> (306) 787-4780	<a href="http://www.labour.gov.sk.ca">www.labour.gov.sk.ca</a>
<b>Yukon</b>	Box 2703 (C-7) Whitehorse, Yukon Y1A 2C6	<b>Phone:</b> 867-667-5944 <b>Toll-free (in Yukon):</b> 1 (800) 661-0408 <b>Fax:</b> (867) 393-6317	<a href="http://www.community.gov.yk.ca">www.community.gov.yk.ca</a>

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## PROVINCIAL CONTACTS

### Human Rights – page 1 of 2

PROVINCE	ADDRESS	PHONE NUMBERS	URL LINK
<b>Alberta</b>	525 – 11 Avenue SW Suite 310 Calgary, Alberta T2R 0C9	<b>Confidential Phone:</b> (403) 297-6571 <b>Fax:</b> (403) 297-6567	<a href="http://www.albertahumanrights.ab.ca">www.albertahumanrights.ab.ca</a>
<b>British Columbia</b>	1170 - 605 Robson Street Vancouver, B.C. V6B 5J3	<b>Phone:</b> (604) 775-2000 <b>Phone Toll-free (B.C.):</b> 1(888) 440-8844 <b>Fax:</b> (604) 775-2020	<a href="http://www.bchrt.bc.ca">www.bchrt.bc.ca</a>
<b>Manitoba</b>	7th Flr-175 Hargrave R3C 3R8	<b>Phone:</b> (204) 945-3007 <b>Phone (Toll-free):</b> 1 (888) 884-8681 <b>Fax:</b> (204) 945-1292	<a href="http://www.gov.mb.ca/hrc/english/index.html">www.gov.mb.ca/hrc/english/index.html</a>
<b>New Brunswick</b>	Barry House P. O. Box 6000 Fredericton, NB E3B 5H1 Canada	<b>Phone (Toll-free):</b> 1 (888) 471-2233 <b>Fax:</b> (506) 453-2653	<a href="http://www.gnb.ca/hrc-cdp/e/">www.gnb.ca/hrc-cdp/e/</a>
<b>Newfoundland and Labrador</b>	Executive Director Human Rights Commission P.O. Box 8700 St. John's, NL A1B 4J6	<b>Phone:</b> (709) 729-2709 <b>Fax:</b> (709) 729-0790	<a href="http://www.justice.gov.nl.ca/hrc/">www.justice.gov.nl.ca/hrc/</a>
<b>Nova Scotia</b>	6th Floor, Joseph Howe Building 1690 Hollis Street P.O. Box 2221 Halifax, NS B3J 3C4	<b>Phone (Toll-free):</b> 1 (877) 269-7699 <b>Phone:</b> (902) 424-4111 <b>Fax:</b> (902) 424-0596	<a href="http://www.gov.ns.ca/humanrights/">www.gov.ns.ca/humanrights/</a>

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## PROVINCIAL CONTACTS

### Human Rights – page 2 of 2

PROVINCE	ADDRESS	PHONE NUMBERS	URL LINK
<b>Ontario</b>	Ontario Human Rights Commission 180 Dundas Street W. 7th Floor Toronto ON M7A 2R9	<b>Phone:</b> (416) 314-4500 <b>Phone (Toll-free):</b> 1 (800) 308-5561 <b>Fax:</b> (416) 314-4493	<a href="http://www.ohrc.on.ca/en">www.ohrc.on.ca/en</a>
<b>P.E.I.</b>	By Mail: PEI Human Rights Commission PO Box 2000 Charlottetown PE C1A 7N8	<b>Phone:</b> (902) 368-4180 <b>Phone (Toll-free):</b> 1 (800)-237-5031 <b>Fax:</b> (902) 368-4236	<a href="http://www.gov.pe.ca/humanrights/index.php3">www.gov.pe.ca/humanrights/index.php3</a>
<b>Quebec</b>	360, rue Saint-Jacques 2 <sup>e</sup> étage Montréal (Québec) H2Y 1P5	<b>Phone:</b> (514) 873-5146 <b>Phone (Toll-free):</b> 1 (800) 361-6477 <b>Fax:</b> (514) 873-6032	<a href="http://www.cdpcj.qc.ca">www.cdpcj.qc.ca</a>
<b>Saskatchewan</b>	Saskatoon Office 8th Floor, Sturdy Stone Building 122-3rd Avenue North S7K 2H6	<b>Phone:</b> (306) 933-5952 <b>Phone (Toll-free):</b> 1-800-667-9249 <b>Fax:</b> (306) 933-7863 <b>Telewriter:</b> (306) 373-2119	<a href="http://www.shrc.gov.sk.ca/">www.shrc.gov.sk.ca/</a>
<b>Yukon</b>	101-9010 Quartz Road Whitehorse, YT Y1A 2Z5	<b>Phone:</b> (867) 667-6226 <b>Phone (Toll-free):</b> 1 (800) 661-0535 <b>Fax:</b> 867-667-2662	<a href="http://www.yhrc.yk.ca">www.yhrc.yk.ca</a>

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## PROVINCIAL CONTACTS

### Occupational Health and Safety – page 1 of 2

PROVINCE	ADDRESS	PHONE NUMBERS	URL LINK
<b>Alberta</b>	Ministry of Labour 423 Legislature Building 10800 - 97 Avenue Edmonton AB T5K 2B6	<b>Phone (Toll-free):</b> 1 (866) 415-8690	<a href="http://www.employment.alberta.ca">www.employment.alberta.ca</a>
<b>British Columbia</b>	Vancouver - Head Office General Mailing address PO Box 5350 Stn Terminal Vancouver BC V6B 5L5	<b>Phone (Toll-free):</b> 1 (888) 621-SAFE (7233)  <b>After hours - Toll-free</b> 1 (866) 922-4357	<a href="http://www.worksafebc.ca/">www.worksafebc.ca/</a>
<b>Manitoba</b>	2 <sup>nd</sup> Floor 401 York Avenue Winnipeg Manitoba, R3C 0P8	<b>Phone:</b> (204) 945-3744 <b>Phone (Toll-free):</b> 1 (866) 626-4862 <b>Fax:</b> (204) 945-4261 <b>TTY:</b> (204) 945-4796	<a href="http://www.gov.mb.ca">www.gov.mb.ca</a>
<b>New Brunswick</b>	Saint John – Head Office 1 Portland Street P.O. Box 160 Saint John, NB E2L 3X9	<b>Phone:</b> (506) 632-2200 <b>Phone (Toll-free):</b> 1 (800) 222-9775	<a href="http://www.worksafenb.ca/">www.worksafenb.ca/</a>
<b>Newfoundland and Labrador</b>	15 Dundee Avenue Mount Pearl NL Canada, A1N 4R6	<b>Phone (Toll-free):</b> 1 (800) 563-5471	<a href="http://www.gs.gov.nl.ca/ohs/">www.gs.gov.nl.ca/ohs/</a>
<b>N.W.T and Nunavut</b>	5022 49th Street 5th Floor, Centre Square Tower Box 8888 Yellowknife, NT X1A 2R3	<b>Phone (Toll-free):</b> 1 (800) 661-0792 <b>Fax (Toll-free):</b> 1 (866) 277-3677	<a href="http://www.wcb.nt.ca">www.wcb.nt.ca</a>

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## PROVINCIAL CONTACTS

### Occupational Health and Safety – page 2 of 2

PROVINCE	ADDRESS	PHONE NUMBERS	URL LINK
<b>Nova Scotia</b>	Nova Scotia Labour and Workforce Development PO Box 697 5151 Terminal Road Halifax, Nova Scotia B3J 2T8	<b>Phone:</b> (902) 424-5301 <b>Fax:</b> (902) 424-0503	<a href="http://www.gov.ns.ca">www.gov.ns.ca</a>
<b>Ontario</b>	505 University Avenue, 19th Floor Toronto ON M7A 1T7	<b>Phone:</b> (416) 326-7761 <b>Phone (Toll-free):</b> 1 (800) 268-8013 <b>Fax:</b> (416) 326-3835	<a href="http://www.labour.gov.on.ca">www.labour.gov.on.ca</a>
<b>P.E.I.</b>	Occupational Health and Safety Division Workers Compensation Board of Prince Edward Island P.O. Box 757 Charlottetown, PEI C1A 7L7	<b>Phone:</b> (902) 368-5562 <b>Phone (Toll-free):</b> 1 (800) 237-5049 <b>Fax:</b> 902-368-5696	<a href="http://www.wcb.pei.ca">www.wcb.pei.ca</a>
<b>Quebec</b>	425, rue du Pont Case postale 4900 Succursale Terminus Québec (Québec) G1K 7S6	<b>Phone (Toll-free):</b> 1 (866) 302-CSST (2778)	<a href="http://www.csst.qc.ca">www.csst.qc.ca</a>
<b>Saskatchewan</b>	<b>Head Office</b> 6th Floor, 1870 Albert Street Regina, SK S4P 4W1	<b>Phone:</b> (306) 787-4496 <b>Phone (Toll-free):</b> (800) 567-7233 <b>Fax:</b> (306) 787-2208	<a href="http://www.labour.gov.sk.ca">www.labour.gov.sk.ca</a>
<b>Yukon</b>	401 Strickland Street Whitehorse, Yukon Y1A 5N8	<b>Phone:</b> (867) 667-5645 <b>Phone (Toll-free):</b> 1 (800) 661-0443	<a href="http://www.wcb.yk.ca">www.wcb.yk.ca</a>

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## PROVINCIAL CONTACTS

### Workers Compensation – page 1 of 3

PROVINCE	ADDRESS	PHONE NUMBERS	URL LINK
<b>Alberta</b>	Calgary Office 300-6 Avenue SE Calgary AB T2G 0G5	<b>Phone:</b> (780)-498-3999 <b>Phone (Toll-free):</b> <b>(Inside Alberta):</b> 1(866) 922-9221 <b>(Outside Alberta):</b> 1 (800) 661-9608 <b>Fax (Toll-free):</b> 1 (800) 661-1993	<a href="http://www.wcb.ab.ca">www.wcb.ab.ca</a>
<b>British Columbia</b>	6951 Westminster Highway Richmond, BC V7C 1C6	<b>Phone:</b> (604) 231-8888 <b>Phone (Toll-free):</b> 1 (888) 967-5377	<a href="http://www.worksafefbc.com">www.worksafefbc.com</a>
<b>Manitoba</b>	The Workers' Compensation Board of Manitoba 333 Broadway Winnipeg, MB R3C 4W3	<b>Phone (Toll-free):</b> 1 (800) 362-3340 <b>Fax:</b> (204) 954-4999	<a href="http://www.wcb.mb.ca">www.wcb.mb.ca</a>
<b>New Brunswick</b>	1 Portland Street P.O. Box 160 Saint John, NB E2L 3X9	<b>Phone:</b> (506) 632-2200 <b>Phone (Toll-free):</b> 1 (800) 222-9775	<a href="http://www.worksafenb.ca">www.worksafenb.ca</a>
<b>Newfoundland and Labrador</b>	146 - 148 Forest Rd. P.O. Box 9000 St. John's, NL A1A 3B8	<b>Phone:</b> (709) 778-1000 <b>Phone (Toll-free):</b> 1 (800) 563-9000 <b>Fax:</b> (709) 738-1714	<a href="http://www.whscc.nf.ca">www.whscc.nf.ca</a>
<b>N.W.T and Nunavut</b>	5022 49th Street 5th Floor, Centre Square Tower Box 8888 Yellowknife, NT X1A 2R3	<b>Phone:</b> (867) 920-3888 <b>Phone (Toll-free):</b> 1 (800) 661-0792 <b>Fax:</b> (867) 873-4596 <b>Fax (Toll-free):</b> 1 (866) 277-3677	<a href="http://www.wcb.nt.ca">www.wcb.nt.ca</a>

# MINISTRIES AND DEPARTMENTS CONTACT INFORMATION

## PROVINCIAL CONTACTS

### Workers Compensation – page 2 of 3

PROVINCE	ADDRESS	PHONE NUMBERS	URL LINK
<b>Nova Scotia</b>	Main Office (Halifax) P.O. Box 1150 Halifax, NS B3J 2Y2  Branch Office (Sydney) 336 Kings Road, Suite 117 Sydney, NS B1S 1A9	<b>Phone:</b> (902) 491 8999 <b>Phone (Toll-free):</b> 1 (800) 870 3331	<a href="http://www.wcb.ns.ca/WCBN/">www.wcb.ns.ca/WCBN/</a>
<b>Ontario</b>	200 Front Street West Toronto, Ontario M5V 3J1	<b>Phone:</b> (416) 344-1000 <b>Phone (Toll-free):</b> 1 (800) 387-5540 1 (800) 387-0750 <b>Fax:</b> (416)-344-4684 <b>Fax (Toll-free):</b> 1 (888)-313-7373 <b>TTY:</b> 1 (800) 387-0050	<a href="http://www.wsib.on.ca">www.wsib.on.ca</a>
<b>P.E.I.</b>	Workers' Compensation Board 14 Weymouth Street P.O. Box 757, Charlottetown, PE C1A 7L7	<b>Phone:</b> (902) 368-5680 <b>Phone (Toll-free):</b> 1 (800) 237-5049 <b>Fax:</b> (902) 368-5696	<a href="http://www.wcb.pe.ca">www.wcb.pe.ca</a>
<b>Quebec</b>	425, rue du Pont Case postale 4900 Succursale Terminus Québec (Québec) G1K 7S6	<b>Phone (Toll-free):</b> 1 (866) 302-2778 <b>Fax:</b> (418) 266-4015	<a href="http://www.csst.qc.ca">www.csst.qc.ca</a>
<b>Saskatchewan</b>	200-1881 Scarth Street Regina SK S4P 4L1	<b>Phone:</b> (306) 787-4370 <b>Phone (Toll-free):</b> 1 (800) 667-7590 <b>Fax:</b> (306) 787-4311 <b>Fax (Toll-free):</b> 1 (888) 844-7773	<a href="http://www.wcbsask.com">www.wcbsask.com</a>
<b>Yukon</b>	Yukon Workers' Compensation Health and Safety Board 401 Strickland Street Whitehorse, Yukon Y1A 5N8	<b>Phone:</b> (867) 667-5645 <b>Phone (Toll-free):</b> 1 (800) 661-0443 <b>Fax:</b> (867) 393-6279	<a href="http://www.wcb.yk.ca">www.wcb.yk.ca</a>

## **APPENDIX II**

### Federal, Provincial and Territorial Legislation and Regulations Overview

# FEDERAL LEGISLATION

## CANADA LABOUR CODE

The *Canada Labour Code* is divided into three parts. *Part 1, Industrial Relations*, is designed to promote harmonious relations within unionized workplaces that are federally regulated. The Preamble states the Parliament of Canada "*deems the development of good industrial relations to be in the best interests of Canada in ensuring a just share of the fruits of progress to all.*" Over time the industrial relations programs have developed services and initiatives to assist employers and employees in creating and maintaining a workplace that is conducive to good industrial relations.



*Part 2, Occupational Health and Safety*, is intended for employers and employees as well as members of health and safety committees and/or representatives covered under the Code. The premise of Part 2 is the prevention of accidents and work-related injuries. If you are a federally regulated employer or employee, you have the right to work in a safe and healthy environment. This part includes such topics as accident investigations, workplace inspections, safety audits, right to refuse dangerous work, and the role of workplace safety committees.

*Part 3, Standard Hours, Wages, Vacations and Holidays*, covers the employment standards for all federally regulated employees. The federal employment standards legislation and regulations provide the minimum thresholds. A federally regulated employer is not permitted to implement workplace practices that fall below the *Canada Labour Code* requirements.

## CANADIAN HUMAN RIGHTS ACT

The purpose of the *Canadian Human Rights Act* supports the principle that all individuals should have equality of opportunity and freedom from discrimination in employment and in the provision of services. Individuals should not be placed at a disadvantage because of their personal characteristics including race, national or ethnic origin, colour, religion, age, gender, sexual orientation, marital status, family status, disability or conviction for an offence for which a pardon has been granted. This is discriminatory and it is against the law.

The Canadian Human Rights Commission is empowered by the *Canadian Human Rights Act* to investigate and try to settle complaints of discrimination in employment and in the provision of services within federal jurisdiction. Under the *Employment Equity Act*, the Commission is responsible for ensuring that equal opportunities are made available to the four designated groups: women, aboriginal peoples, persons with disabilities, and members of visible minorities.

## PERSONAL INFORMATION PROTECTION AND ELECTRONIC DOCUMENTS ACT (PIPEDA)

Employers and employees are often subject to privacy laws, which are increasingly important in the electronic era of e-mail and the internet. The *Personal Information Protection and Electronic Documents Act* (PIPEDA) applies to employee information in federal works, undertakings, and businesses. The Act recognizes two fundamental points: individuals have a right to privacy with respect to their personal information, and organizations need to collect, use, and disclose personal information for appropriate purposes only.

Within the federal jurisdiction, the [Office of the Privacy Commissioner of Canada](#) (OPC) is responsible for overseeing compliance with the PIPEDA and its mission is to protect and promote the privacy rights of individuals.

Most provinces have recently enacted privacy legislation that is substantially similar to the federal law.

## **WORKERS' COMPENSATION**

Workers' Compensation legislation and regulations are largely administered by provincial and territorial governments across Canada. However, under federally regulated employers, the federal *Labour Program* is responsible for claims that involve federal government employees both within and outside Canada. The program relies on provincial workers' compensation boards and commissions to process federal government employee claims and provide compensation for medical services, rehabilitation and loss of earnings.

# PROVINCIAL LEGISLATION

## EMPLOYMENT STANDARDS

Employment standards legislation exists in all provinces and territories. The main purpose of the legislation is to support fair and equitable workplace practices for all employees. The legislation outlines workplace standards and includes topics such as hours of work and overtime, statutory holidays, vacation entitlement, minimum wage, pregnancy and parental leave, rights upon termination, etc. The key point about employment standards is that they are the minimum thresholds that an employer can provide. In other words, no employer is permitted to provide less than the employment standards.

The mandate of the provincial ministries that are responsible for overseeing employment standards includes enforcing the legislation, investigating potential workplace and/or payroll violations and resolving complaints. All of the provincial jurisdictions have regulations that support the legislation and reference should be made to the regulations for specific issues.

## HUMAN RIGHTS

Throughout the provinces and territories, the governing human rights legislation is designed to protect individuals against discrimination in employment, accommodation, goods, services and facilities, and membership in certain associations. Although the prohibited grounds of discrimination may vary across provinces and territories, a typical summary is outlined below.

- Race
- Colour
- National origin
- Place of origin
- Ancestry
- Religion
- Age
- Marital status
- Gender
- Sexual orientation
- Physical or mental disability



In most of the provinces, the applicable Human Rights Commission is the agency that ensures compliance with human rights. The Commission typically seeks to promote equality and investigates and tries to settle complaints of discrimination and harassment. If a complaint cannot be settled, a human rights tribunal may hear the case and can issue various types of remedies. The commission also works to prevent discrimination by promoting human rights awareness and education to employers, service providers and the general public.

## LABOUR RELATIONS

The provincial labour relations legislation governs all aspects of collective bargaining among the provincially regulated employers and employees. This includes the acquisition of collective bargaining rights, the process of collective bargaining, the settlement and regulation of disputes in both the public and private sectors, and the regulation of the representation of persons by their bargaining agents.

The premise of labour relations legislation is to promote a stable and constructive labour relations climate and foster productive workplace relationships. Within the provincial offices, there is a branch that focuses on assisting employers and unions in achieving this goal. For example, in Ontario, the Ministry of Labour's activities include settling workplace disputes under various employment-related statutes, assisting in the settlement of collective agreements (using a Conciliation Officer, Mediator, Arbitrator or other consultative mechanisms), providing union management training sessions, and producing collective bargaining information.

## OCCUPATIONAL HEALTH AND SAFETY

The provincial and territorial Occupational Health and Safety Acts and Regulations outline the rights and duties of all parties in the workplace. The main purpose of this legislation is to protect workers against health and safety hazards on the job. The Acts establish procedures for dealing with workplace hazards, and provide for enforcement of the law where compliance has not been achieved voluntarily.



Health and safety legislation focuses on prevention and the elimination of workplace and public hazards through education, training, working with employers and employees, and inspections and investigations. The legal responsibility for identifying and correcting health and safety hazards rests on all workplace parties including employers, contractors, owners, workers, supervisors, self-employers persons, and suppliers. Given that employers have the most control over the work conditions and how work is performed, they have the greatest responsibility for protecting the health of their workers.

All provinces and territories require the *Occupational Health and Safety Act* and regulations to be available to both employees and management. Given the differences between provinces, it is recommended that employers familiarize themselves with the specific regulations in their jurisdiction. It should also be noted that some provinces have health and safety as part of their Workers' Compensation branch, while others provinces have two separate branches.

## WORKERS' COMPENSATION

Historically, workers' compensation legislation focused on compensating those injured or ill due to work-related causes. The recent trend across Canada has been to focus on preventing or eliminating all work-related injuries or illnesses in the first place.

Workers' compensation legislation across the provinces and territories administers the no-fault workplace insurance programs for employers and their workers. As part of this system, the provincial Workers' Compensation Boards provide disability benefits, monitor the quality of health-care provided to injured workers, and assist in ensuring the early and safe return to work for employees who suffer a work-related injury or occupational illness.

To cover the cost of the no-fault system, provincial and territorial Workers' Compensation Boards collect assessment premiums from employers and makes appropriate payments from a common fund. Based on an employers' performance in a given industry over a period of time, they may be entitled to a rebate or surcharge in these premiums.

Each province and territory has a governing body that is responsible for administering the legislation. In Ontario, the Workplace Safety and Insurance Board (WSIB) promote workplace health and safety, and provide a workers' compensation system for the employers and workers of Ontario. The WSIB has a vital role to play in making a positive difference in the working lives of the people of Ontario. The mission of the WSIB is to lead, prevent and preserve.

Workers' compensation legislation (like health and safety) has myriad regulations that differ across the provinces and territories. It is recommended that these regulations be reviewed for each particular jurisdiction.

## **APPENDIX III**

### Federal, Provincial and Territorial Summary of Legislation

# **SUMMARY OF LEGISLATION – PART 3**

## **FEDERAL LEGISLATION**

### **CANADIAN HUMAN RIGHTS ACT (R.S., 1985, C.H-6)**

- Age Guidelines (S1/78-165)
- By-law No. 3 of the Canadian Human Rights Commission (SOR/78-223)
- Canadian Human Rights Benefits Regulations (SOR/80-68)
- Equal Wages Guidelines, 1986 (SOR/86-1082)
- Human Rights Tribunal Appeal Regulations (SOR/80-394)
- Protection of Personal Information Regulations (SOR/78-145)

### **CANADA LABOUR CODE (R.S., 1985, C.L-2)**

#### **Part 1 – Industrial Relations**

- Canada Industrial Relations Board Regulations (SOR/2001-520)
- Canada Industrial Relations Regulations (SOR/2002-54)

#### **Part 11- Occupational Health and Safety**

- Canada Occupational Health and Safety Regulations (SOR/86-304)
- Safety and Health Committees and Representatives Regulations (SOR/86-305)

#### **Part 111 – Standard Hours, Wages, Vacations and Holidays**

- Canada Labour Standards Regulations (C.R.C., C.986)
- Motor Vehicle Operators Hours of Work Regulations (C.R.C., C.990)

### **PERSONAL INFORMATION PROTECTION AND ELECTRONIC DOCUMENTS ACT (PIPEDA) (2000, C. 5)**

- Electronic Alternatives Regulations for the Purposes of Subsection 254(1) of the Canada Labour Code (SOR/2008-115)
- Order Binding Certain Agents of Her Majesty for the Purpose of Part 1 of the Personal Information Protection and Electronic Documents Act (SOR/2001-8)
- Organizations in the Province of Alberta Exemption Order (SOR/2004-219)
- Organizations in the Province of British Columbia Exemption Order (SOR/2004-220)
- Organizations in the Province of Quebec Exemption Order (SOR/2003-374)
- Regulations Specifying Investigative Bodies (SOR/2001-6)
- Regulations Specifying Publicly Available Information (SOR/2001-7)
- Secure Electronic Signature Regulations (SOR/2005-30)

## **PROVINCIAL LEGISLATION**

## **ALBERTA**

### **EMPLOYMENT STANDARDS CODE (RSA 2000, C. E-9)**

- **Employment Standards Regulation (Reg. 14/1997)**

### **HUMAN RIGHTS, CITIZENSHIP AND MULTICULTURALISM ACT (RSA 2000, C. H-14)**

- **Human Rights, Citizenship and Multicultural Educational Fund Grant Regulation (Reg. 13/2000)**

### **LABOUR RELATIONS CODE (RSA 2000, C. L-1)**

### **OCCUPATIONAL HEALTH AND SAFETY ACT (RSA 2000, C. O-2)**

- **Occupational Health and Safety Code 2006 Order (Reg. 288/206)**
- **Occupational Health and Safety Regulation (Reg. 62/2003)**

### **PERSONAL INFORMATION PROTECTION ACT (SA, 2003, C.P-6.5)**

- **Personal Information Protection Act Regulation (Reg. 366/2003)**

### **WORKERS' COMPENSATION ACT (RSA 2000, C. W-15)**

### **WORKERS' COMPENSATION AMENDMENT ACT (Awaiting Proclamation)**

- **Workers' Compensation Regulation (Reg. 325/2002)**
- **Medical Panels Regulation (Reg. 290/2006)**

## **BRITISH COLUMBIA**

### **EMPLOYMENT AND ASSISTANCE FOR PERSONS WITH DISABILITIES (SBC 2002, C. 41)**

### **EMPLOYMENT STANDARDS ACT (RSBC 1996, C. 113)**

- **Compassionate Care Leave Regulation (B.C. Reg. 281/2006)**
- **Employment Standards Regulation (B.C. Reg. 396/95)**

### **HUMAN RIGHTS CODE (RSBC 1996, C. 210)**

### **LABOUR RELATIONS CODE (RSBC 1996, C. 244)**

- **Labour Relations Board Fee Regulation (B.C. Reg. 395/2003)**
- **Labour Relations Regulation (B.C. Reg. 7/93)**

### **PERSONAL INFORMATION PROTECTION ACT (SBC 2003, C. 63)**

- **Personal Information Protection Act Regulations (B.C. Reg. 473/2003)**

### **WORKERS' COMPENSATION ACT (RSBC 1996, C. 492)**

- Board of Review Regulation (B.C. Reg. 31/81)
- Occupational Disease Recognition Regulation (B.C. Reg. 71/99)
- Occupational Health and Safety Regulation (B.C. Reg. 296/97)
- Reports of Injuries Regulation (B.C. Reg. 713/74)
- Transitional Review and Appeal Regulation (B.C. Reg. 322/2002)
- Workers' Compensation Act Appeal Regulation (B.C. 321/2002)
- Workers' Compensation Act (Review Board) Regulation (B.C. Reg. 32/86)
- Workers' Compensation Appeal Tribunal Compensation Regulation (B.C. Reg. 359/2002)

## MANITOBA

### THE EMPLOYMENT STANDARDS CODE (SM 1998, C. 29)

- Employment Standards Regulation (Reg. 6/2007)

### THE HUMAN RIGHTS CODE (SM 1987, C. 45)

- Complaint Form Regulation (Reg. 447/871)

### THE LABOUR RELATIONS ACT (RSM 1987, C. L 10)

- Manitoba Labour Board Fees Regulation (Reg. 17/97)
- Manitoba Labour Board Rules of Procedure (Reg. 184/87)
- Manitoba Labour Board (The Workplace Safety and Health Act) Rules of Procedure (Reg. 387/88)

### THE WORKERS' COMPENSATION ACT (RSM 1987, C. W.200)

- Adjustment in Compensation Regulation (Reg. 160/2007)
- Appeal Commission Rules of Procedure (Reg. 279/91)
- Employer's Information Regulation (Reg. 148/2007)
- Excluded Industries, Employers and Workers Regulation (Reg. 196/2005)
- Interest On Over-Assessment Regulation (Reg. 67/92)
- Interest, Penalties and Financial Matters (Reg. 65/2006)
- Self-Insured Employer's Regulation (Reg. 278/91)

### THE WORKPLACE SAFETY AND HEALTH ACT (RSM 1987, C. W.210)

- Administrative Penalty Regulation (Reg. 62/2003)
- Workplace Safety and Health Regulation (Reg. 217/2006)

## NEW BRUNSWICK

### EMPLOYMENT STANDARDS ACT (S.N.B. 1982, C. E-7.2)

- General (N.B. Reg. 85-179)
- Minimum Wage for Categories of Employees in Crown Construction Work (N.B. Reg. 2007-34)
- Minimum Wage (N.B. Reg. 2008-5)

### HUMAN RIGHTS ACT (S.N.B. 1985, C. 30)

### INDUSTRIAL RELATIONS ACT (R.S.N.B 1973, C. I-4)

- Rules of Procedure of the Industrial Relations Board (N.B. Reg. 82-92)
- General (N.B. Reg. 82-100)
- Court of Queen's Bench of New Brunswick Forms (N.B. Reg. 82-110)
- Awards of Arbitrators and Arbitration Boards (N.B. Reg. 86-117)

#### OCCUPATIONAL HEALTH AND SAFETY ACT (S.N.B., 1983, C. 0-02)

- Administration (N.B. Reg. 84-26)
- Workplace Hazardous Materials Information System (N.B. Reg. 88-221)
- General (N.B. Reg. 91-191)
- Code of Practice for Working with Material Containing Asbestos (N.B. Reg. 92-106)
- Code of Practice for Working Alone (N.B. Reg. 92-133)
- First Aid (N.B. Reg. 2004-130)
- Training and Designated Trades (N.B. Reg. 2007-33)

#### PROTECTION OF PERSONAL INFORMATION ACT (S.N.B, P-19.1)

- Designation of Public Bodies Regulation (N.B. Reg. 2001-14)

#### WORKERS' COMPENSATION ACT (S.N.B., C. W-13)

- Forms (N.B. Reg. 82-13)
- Exclusion of Workers (N.B. Reg. 82-79)
- Permanent Physical Impairment Rating Schedule (N.B. Reg. 82-165)
- General (N.B. Reg. 84-66)
- Funding of Safety Associations (N.B. Reg. 2000-62)

### NEWFOUNDLAND AND LABRADOR

#### HUMAN RIGHTS CODE (RSNL 1990, C. H-14)

#### LABOUR RELATIONS ACT (RSNL 1990, L-1)

- Labour Relations Board Rules of Procedure (CNLR 745/96)
- Labour Relations Regulations (CNLR 746/96)

#### LABOUR STANDARDS ACT (RSNL 1990, C. L-2)

- Labour Standards Regulations (CNLR 781/66)
- Labour Standards Reciprocating Jurisdictions Regulations (CNLR 94/04)

#### OCCUPATIONAL HEALTH AND SAFETY ACT (RSNL 1990, C. O-3)

- Asbestos Abatement Regulations 1998 (111/98)
- Asbestos Exposure Code Regulations (CNLR 1144/96)
- Occupational Health and Safety First Aid Regulations (CNLR 1148/96)
- Occupational Health and Safety Regulations (CNLR 1165/96)
- Workplace Hazardous Materials Information System (WHMIS) Regulations (CNLR 1149/96)

#### WORKPLACE HEALTH, SAFETY AND COMPENSATION ACT (RSNL 1990, C. W-11)

- Construction Industry Early and Safe Return to Work and Re-employment (77/02)
- Workplace Health, Safety and Compensation Regulations (CNLR 1025/96)
- Workplace Health, Safety and Compensation Review Division Regulations (CNLR 1117/96)

## NOVA SCOTIA

### FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (S.N.S. 1993, C. 5)

### HUMAN RIGHTS ACT (R.S.N.S., 1991, C. 214)

- Boards of Inquiry Regulations (N.S. Reg. 221/91)

### LABOUR STANDARDS CODE (R.S.N.S, 1991, C. 246)

- General Labour Standards Code Regulations (N.S. Reg. 65/2008)
- Labour Standards Code Reciprocal Enforcement Regulations (N.S. Reg. 127/2002)
- General (N.S. Reg. 359/2008)
- Construction and Property Maintenance (N.S. Reg. 123/2008)

### OCCUPATIONAL HEALTH AND SAFETY ACT (S.N.S., 1996, C.7)

- Disclosure of Information Regulations (N.S. Reg. 65/89)
- Fall Protection and Scaffolding Regulations (N.S. Reg. 2/96)
- Occupational Diving Regulations (N.S. Reg. 174/2005)
- Occupational Health and Safety Appeal Panel Regulations (N.S. Reg. 25/97)
- Occupational Health and Safety First Aid Regulations (N.S. Reg. 104/2001)
- Occupational Safety General Regulations (N.S. Reg. 4/2004)
- Temporary Workplace Traffic Control Regulations (N.S. Reg. 172/91)
- Violence in the Workplace Regulations (N.S. Reg. 209/2007)
- Workplace Hazardous Materials Information System Regulations (N.S. Reg. 64/89)

### TRADE UNION ACT (R.S.N.S 1989, C. 475)

- Craft Units and Votes of Employee Regulations (N.S. Reg. 46/77)
- Procedure Regulations (N.S. Reg. 4/76)

### WORKERS' COMPENSATION ACT (S.N.S. 1994-95, C.10)

- Chronic Pain Regulations (N.S. Reg. 187/2004)
- Inter-jurisdictional Mutual Aid Regulations (N.S. Reg. 143/91)
- Workers' Advisers Program Eligibility Regulations (N.S. Reg. 174/96)
- Workers' Advisers Program Transitional Regulations (N.S. Reg. 175/96)
- Workers' Compensation Appeal Backlog Regulations (*Justice*) (N.S. Reg. 84/96)
- Workers' Compensation Appeal Tribunal Alternative Dispute Resolution Regulations (N.S. Reg. 105/98)
- Workers' Compensation General Regulations (N.S. Reg. 146/2002)
- Workers' Compensation Temporary Benefits Regulations (N.S. Reg. 78/95)
- Workers' Compensation Transitional Appeal Regulations (N.S. Reg. 76/95)

## ONTARIO

### EMPLOYMENT STANDARDS ACT (S.O. 2000, C. 41)

- Benefit Plans (O. Reg. 286/01)
- Enforcement (O. Reg. 289/01)
- Exemptions, Special Rules and Est. of Minimum Wage (O. Reg. 285/01)

- Family Medical Leave – Prescribed Individuals (O. Reg. 476/01)
- Posting of Information Concerning Rights and Obligations (O. Reg. 316/04)
- Termination and Severance of Employment (O. Reg. 288/01)

#### HUMAN RIGHTS CODE (R.S.O. 1990, C. H.19)

- Search and Entry Warrants (R.R.O. 1990, Reg. 642)
- Transitional Matters (O. Reg. 32/08)

#### LABOUR RELATIONS ACT (S.O. 1995, C. 1, SCHEDULE A)

- Deemed Abandonment of Bargaining Rights (O. Reg. 105/01)
- General (O. Reg. 94/07)

#### OCCUPATIONAL HEALTH AND SAFETY ACT (R.S.O. 1990, C.O.1)

- Confined Spaces (O. Reg. 632/05)
- Control of Exposure to Biological or Chemical Agents (R.R.O. 1990, Reg. 833)
- Critical Injury – Defined (R.R.O. 1990, Reg. 834)
- Designated Substances (R.R.O. 1990, Regs. 835 – 846)
- Industrial Establishments (R.R.O. 1990, Reg. 851)
- Inventory of Agents or Combination of Agents for the Purposes of Section 34 of Act (R.R.O. 1990, Reg. 852)
- Joint Health and Safety Committees Exemption from Requirements (O. Reg. 385/96)
- Roll-Over Protective Structures (R.R.O. 1990, Reg. 856)
- Training Programs (O. Reg. 780/94)
- Training Requirements for Certain Skill Sets and Trades (O. Reg. 572/99)
- Workplace Hazardous Materials Information System (WHMIS) (R.R.O. 1990, Reg. 860)

#### WORKPLACE SAFETY AND INSURANCE ACT (S.O. 1997, C.16)

- Benefit for Loss of Retirement Income (O. Reg. 562/99)
- First Aid Requirements (R.R.O. 1990, Reg. 1101)
- Functional Abilities Form (O. Reg. 456/97)
- General (O. Reg. 175/98)
- Return to Work and Re-Employment (O. Reg. 35/08)

### PRINCE EDWARD ISLAND

#### EMPLOYMENT STANDARDS ACT (R.S.P.E.I, 1992, C.18)

- General (Reg. EC573/98)
- Employment Standards Reciprocity Order (Reg. EC810/95)
- Minimum Wage Order (Reg. EC139/96)

#### FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (R.S.P.E.I, 2001, C. 37)

#### HUMAN RIGHTS ACT (R.S.P.E.I, 1988, H-12)

#### OCCUPATIONAL HEALTH AND SAFETY ACT (R.S.P.E.I, 2004, C. 42)

- Fall Protection (Reg. EC633/04)
- General (Reg. EC180/87)
- Scaffolding (Reg. EC44/06)
- Workplace Hazardous Materials Information System (Reg. EC557/88)

WORKERS' COMPENSATION ACT (R.S.P.E.I., 1994, C. 67)

- General (Reg. EC831/94)
- Appeal (Reg. EC357/95)
- Computation of Average Earnings (Reg. EC831/94)
- Education Supplement (Reg. EC831/94)
- Industrial Safety (Reg. EC831/94)
- Spousal Benefits (Reg. EC740/99)

QUEBEC

CHARTER OF HUMAN RIGHTS AND FREEDOMS (R.S.Q. 1975, C – 12)

CIVIL CODE OF QUEBEC (R.S.Q. 1991, C. 64)

AN ACT RESPECTING LABOUR STANDARDS (R.S.Q. 1979, C. 45)

- [Categories of employees and employers from Division VI.I and from section 122.1 of the Act respecting Labour Standards, exempting](#) (R.Q. c. N-1.1, r.0.1)
- [Commission des normes du travail, Règlement de régie interne de la](#) (R.Q. c. N-1.1, r..5.1)
- [Contribution rates, Regulation respecting](#) (R.Q. c. N-1.1, r.5.3)
- [Institutions subject to section 90 of the Act respecting Labour Standards](#) (R.Q. c. N-1.1, r.2)
- [Labour Standards, Regulation respecting](#) (R.Q. c. N-1.1, r.3)
- [Levy under the Act respecting Labour Standards](#) (R.Q. c. N-1.1, r.4)
- [Lifting of the suspension and the application of section 41.1 of the Act respecting Labour Standards for certain employees](#) (R.Q. c. N-1.1, r.2.1)

AN ACT RESPECTING INDUSTRIAL ACCIDENTS AND OCCUPATIONAL DISEASES (R.S.Q. 1985, C.A-3.001)

AN ACT RESPECTING OCCUPATIONAL HEALTH AND SAFETY  
(R.S.Q. C. S- 2.1)

- Joint Sector Based Association on Occupational Health and Safety Regulations (R.R.Q. 1981, c. S-2.1)
- Regulation Respecting Health and Safety Committee (O.C. 2025-83)
- Regulation Respecting Industrial and Commercial Establishments (R.R.Q. 1981, c. S-2.1, r. 9)
- Regulation Respecting Information on Controlled Products (O.C. 4445-89)
- Safety Code for the Construction Industry (R.R.Q., 1981, C.S-2.1, r. 6)
- Regulation Respecting the Medical Certificate of Workmen(C. S-2.1, r. 10.01)

AN ACT RESPECTING THE PROTECTION OF PERSONAL INFORMATION IN THE PRIVATE SECTOR (R.S.Q., 1993, P – 39.1)

WORKERS' COMPENSATION ACT (R.S.Q. 1985, C. A-3)

- Regulation Respecting Financial Assistance (R.R.Q. 1981, C.A-3, r.2)
- Regulation Respecting the Computation of Weighted Net Income (R.R.Q. 1981, C.A-3, r. 4)
- Regulation Respecting the Classification of Employers (R.R.Q. 1981, C.A-3.001, r. 002)
- Regulation Respecting the Statement of Wage (R.R.Q. 1981, C.A-3, r. 6)
- Regulation Respecting the Medical Examination Provided For in Section 23 of the Workers' Compensation Act (R.R.Q. 1987, C.A-3, r. 7)
- Regulation Respecting Occupational Diseases (R.R.Q. 1981, C.A-3, r. 8)

- First Aid Minimum Standards Regulation (O.C. 1922-84)
- Regulation Respecting the Assessment Based System on Merit (C.A-3.001, r. 2.2)
- Regulation Respecting the Transportation of the Body of a Worker (R.R.Q. 1981, C.A-3, r. 14)
- Regulation Respecting Non Remunerated Workers (R.R.Q. 1981, C.A – 3, r. 15).

## **SASKATCHEWAN**

**THE HUMAN RESOURCES, LABOUR AND EMPLOYMENT ACT (R.S.S 1988-, C. 42)**

**LABOUR STANDARDS ACT (R.S.S 1979, C. 69)**

- Labour Standards Regulations, 1995 (Reg. 119/2007)
- Minimum Wage Regulations, 2005 (Reg. 105/2007)

**OCCUPATIONAL HEALTH AND SAFETY ACT (R.S.S. 1993, O-1.1)**

- Occupational Health and Safety Regulations (Reg. 91/2007)

**WORKERS' COMPENSATION ACT (R.S.S. 1979, C. W. 17.1)**

- Workers' Compensation General Regulations, 1985 (Reg. 13/06)
- Workers' Compensation Act Exclusion Regulations (Reg. 2)

# **TERRITORIES LEGISLATION**

## **YUKON**

### **ACCESS TO INFORMATION & PROTECTION OF PRIVACY (RSY 2002, C.1)**

- **General Regulation (O.I.C. 1996/53)**

### **EMPLOYMENT STANDARDS ACT (RSY 2002, C.72)**

### **HUMAN RIGHTS ACT (RSY 2002, C. 116)**

- **General Regulation (O.I.C. 1988/170)**

### **OCCUPATIONAL HEALTH AND SAFETY ACT (RSY 2002, C. 160)**

- **General Regulation (O.I.C. 2006/178)**
- **Workplace Hazardous Materials Information Systems Regulations (O.I.C. 1988/193)**
- **Occupational Health and Safety Regulations (O.I.C. 2006/178)**

### **WORKERS' COMPENSATION ACT (RSY 2002, C. 231)**

## **NORTHWEST TERRITORIES (NUNAVUT)**

### **HUMAN RIGHTS ACT (S.NU. 2003, C. 12)**

### **LABOUR STANDARDS ACT (R.S.N.W.T 1988, C. L – 1)**

- **Annual Vacation Regulations (R.R.N.W.T. 1990, C. L – 1)**
- **Employment of Young Persons Regulations (R.R.N.W.T. 1990, C.L – 3)**
- **Labour Standards Board Regulations (R. 149-98)**
- **Labour Standards Meal Regulations (R.R.N.W.T. 1990, C.L – 4)**
- **Notice of Termination Exemptions (R.R.N.W.T. 1990, C.L – 5)**
- **Wages Regulations (R.R.N.W.T. 1990, C.L – 7)**

### **WORKERS' COMPENSATION ACT (S.NU. 2007, C. 15)**

- **Workers' Compensation General Regulations (R.R.N.W.T., 1990, W)**