



Big Brothers Big Sisters of Ajax-Pickering

Big Brothers Big Sisters of Ajax-Pickering acknowledges that it has a duty and responsibility to provide and maintain a healthy and safe environment.

Big Brothers Big Sisters of Ajax-Pickering recognizes that an effective health and safety program, and the communication of the program to all employees, volunteers and clients is a sound business practice and an important indicator of leadership and managerial performance.

The key elements of **Big Brothers Big Sisters of Ajax-Pickering's** health and safety program are:

1. The assignment and delegation of roles and responsibilities for the development, implementation and maintenance of a viable health and safety program.
2. The development, implementation, maintenance and evaluation of policies, procedures and best practices on an annual basis in accordance with S 25 (2)(j) of the Ontario Occupational Health and Safety Act, R.S.O. 1990
3. Appropriate and timely training, instruction and information on the contents of the Health and Safety Program and Policies.
4. On-going Health and Safety training.

As defined by the Worker's Safety and Insurance Board, and Occupational Health and Safety Regulations, the goal of **Big Brothers Big Sisters of Ajax-Pickering** is to eliminate the risk of injury and/or occupational illness to employees and volunteers.

The directors and officers of **Big Brothers Big Sisters of Ajax-Pickering** are committed to maintaining health and safety and the well-being of all employees, volunteers and clients.

HEALTH AND SAFETY IS A SHARED COMMITMENT AND RESPONSIBILITY OF EACH INDIVIDUAL PARTICIPATING IN THE ACTIVITIES UNDER THE DIRECTION OF THE BIG BROTHERS BIG SISTERS OF AJAX-PICKERING.

Signature of Board Chair

Date

INTRODUCTION TO BIG BROTHERS BIG SISTERS OF AJAX-PICKERING

Big Brothers Big Sisters of Ajax-Pickering is a registered charitable organization, directed and operated primarily by volunteers. It is one of approximately 181 Big Brother and Sister Agencies currently operating throughout Canada.

The Ajax-Pickering Association was founded in 1973 and became a fully accredited member of Big Brothers of Canada in February 1984. As such, we must operate according to those service standards set out by our national association, now known as Big Brothers Big Sisters of Canada.

Big Brothers Big Sisters of Ajax-Pickering is also a member of the United Way of Ajax-Pickering, a major funding source for this agency.

The Agency is governed by a volunteer Board of Directors who meet on a monthly basis to conduct business and to oversee numerous committees. The Board employs qualified staff to conduct the Agency's business on a day-to-day basis. Staff includes an Executive Director, Caseworkers, Recruitment Coordinator, Development Coordinator, and Administrator.

The agency's programs are preventative in nature and are ultimately concerned with the well-being and supportive development of children.

As stated in the Ajax-Pickering Constitution and By-laws:

"The purpose of the Agency is to help the individual child whatever the reason, to enjoy a one to one relationship that is personally, socially and psychologically satisfying. A Little is between the ages of 6 and 18 years of age, who does not have adequate adult role models in his/her life. The Little is one who needs friendship, guidance, support and someone to help him/her develop a wholesome character and personality so that he/she may become a responsible person.

A Big Brother/Big Sister is a friendly, concerned, mature, stable and personable adult of good character who comes to fill a void in a child's life. His/her friendship must have the qualities of patience, dependability and reliability, as well as a capacity for sincere close friendship without conditions."

It is hoped that the cooperative endeavors of the Bigs, Littles, parents and association staff will help make this a beneficial and enriching program.



Big Brothers Big Sisters
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Policy Manual

Policy Section	INTRODUCTION	Policy Section #	1
Policy Name	INTRODUCTION TO POLICIES	Policy #	100
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

The policies and procedures as set forth in this Policy Manual are not contractual in nature and should not be construed as being part of any contract for employment or otherwise.

This Policy Manual is to serve as a guideline and **Big Brothers Big Sisters of Ajax-Pickering** remains free to change or amend any and all policies and procedures at will.

These policies, guidelines, procedures and best practices will govern the day-to-day operations of **Big Brothers Big Sisters of Ajax-Pickering**.

This policy manual shall be based on and be supportive of the mission statement of **Big Brothers Big Sisters of Ajax-Pickering**.

The development and review of all policies, guidelines, procedures and best practices shall be initiated by the Board of Directors in consultation with those deemed to be appropriate to the development of policies, guidelines, procedures and best practices. The Executive Director, in consultation with the President may delegate the development of policies, procedures and best practices.

Purpose for establishing corporate policies:

- To provide a policy framework within which the organization can derive maximum benefits
- To define authorities, responsibilities and accountabilities for the administration and management of Big Brothers Big Sisters of Ajax-Pickering.
- To establish policies, standards and guidelines for the management of the activities of Big Brothers Big Sisters of Ajax-Pickering related to:
 - planning and development
 - administration
 - information management
 - operations
 - access to information
 - privacy
 - security
 - communication
 - human resources
 - service delivery
 - complaints resolution



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Policy Section	INTRODUCTORY POLICIES	Policy Section # 1
Policy Name	MISSION & VISION STATEMENTS	Policy # 101
This policy applies to All Board Members, Executives, Employees, Volunteers & Clients		Policy Date September 2008 Revision Date June 2013

Our Mission is to work with the community to give children a better opportunity to become healthy and confident contributing members of society through mentorship.

Our Vision is that every child in Ajax and Pickering who needs a mentor has access to a mentor.



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Policy Manual

Policy Section	INTRODUCTION	Policy Section #	1
Policy Name	GOALS OF BIG BROTHERS BIG SISTERS OF AJAX-PICKERING	Policy #	103
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy Revised	September 2008 November 2013

OBJECTIVE #1: Ensure sufficient resources (financial, volunteers, donors, partners) to support on-going sustainable BBBSAP programs which serve the related youth mentoring needs in the Ajax-Pickering community in an environment of growth and diversity of that community.

OBJECTIVE #2: Proactively develop quality mentorship programs that positively impact children in the community.



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Policy Manual

Policy Section	INTRODUCTORY POLICIES	Policy Section # 1
Policy Name	CODE OF ETHICS	Policy # 105
Distribution Board Members, Executive Director, Employees, Volunteers		Policy Date September 2008 Revised 2014

Preamble

At Big Brothers Big Sisters of Ajax-Pickering, services performed by staff and volunteers in fostering the personal, emotional and psychological well-being of a child can be generally classified as social work. Social work is then a profession which endeavours to foster human welfare through professional services and activities aimed at enhancing, maintaining, or restoring the social functioning of persons. Its members believe in the dignity and worth of each human being regardless of individual differences. It employs a body of knowledge, skill in human relationships, and methods such as inter-disciplinary cooperation, planning and research. A member of this profession is committed to supporting social institutions sensitive to human needs and supportive of human fulfillment and to changing institutions and systems which do not serve the public good.

As members of the social work sphere, we are expected to uphold the values and goals as generally stated above. We are to use with integrity our knowledge, experience and skills in the interests of persons served.

Out of the fundamental values and principles on which our work is based arise certain professional obligations which in turn determine our professional behaviour.

Professional Obligations

1. To regard the welfare of the individuals, and the community we serve, as our primary professional duty.
2. To hold ourselves personally responsible for our professional conduct.
3. To maintain an objective, non-possessive, non-judgmental professional relationship with those served at all times.
4. To work for social change required to promote the well-being of all citizens and to participate with colleagues and others working for social action designed to effect change consistent with the values and goals of our work.
5. To take steps to protect the community from individuals or groups purporting to offer or provide human services, but whose services are incompatible with the well-being of those to whom the services are offered.
6. To adhere to the confidentiality of all records, material, and knowledge concerning the persons we serve and to use, in a responsible manner, the information obtained in the course of professional relationships.
7. To work cooperatively with other persons having respect for their areas of competence.
8. To not discriminate on the basis of handicaps, disability, race, colour, religion or sexual orientation.

9. To make a commitment to assess our personal and vocational strengths and limitations, biases and effectiveness. We maintain the willingness and ability to recognize when it is in the best interest of those we serve to refer or release him/her to another individual program.
10. To take personal responsibility for continuing our professional growth through further education, supervision or training regardless of level of authority.
11. To be totally committed to providing the highest quality of care through our professional efforts and by utilizing any other health professionals and/or services which may assist the children we serve, and their families, generally.

Unprofessional Conduct

The following behaviour shall be deemed unworthy and as a member guilty of any of these items will have committed a breach of ethics.

1. Without reasonable cause to withhold a service or to fail to give information about availability of service or neglect to render or complete a professional service after undertaking to do so.
2. To fail to respect the privacy and dignity of a client through divulging confidential information without consent, except when required by professional or legal obligations.
3. To violate the legal rights of others.
4. To treat a client with disrespect.
5. To abuse a position of authority or a professional relationship to the detriment of persons served or of colleagues.
6. To generally conduct ourselves in a manner inconsistent with or in violation of, the statements contained under "Professional Obligations".



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Policy Section PRIVACY POLICIES	Policy Section # 2
Policy Name INTRODUCTION TO PRIVACY POLICIES	Policy # 200
Distribution Board Members, Managers, Supervisors, Employees, and Volunteers	Policy Date September 2008

Source: *Personal Information Protection and Electronics Documents Act, [PIPEDA]*

In response to federal and provincial legislation Big Brothers Big Sisters of Ajax-Pickering **has developed a corporate Privacy Policy as a guide for the collection and use of personal information.**

Big Brothers Big Sisters of Ajax-Pickering collects personal information for purposes related to client services, credit information, administration and management, research, statistics, employee references, employee information, or other requirements to comply with legal and regulatory requirements.

Our privacy policy is intended to:

- Provide a policy framework within which the organization can derive the maximum benefits from the use of information and technology
- Define authorities, responsibilities and accountabilities for information management and information technology management
- Apply to Big Brothers Big Sisters of Ajax-Pickering clients and volunteers
- Apply to individuals who provide information to Big Brothers Big Sisters of Ajax-Pickering through commercial transactions such as purchasing a product or service
- Apply to Big Brothers Big Sisters of Ajax-Pickering employees in the context of their employment;
- Apply to contractors, sub-contractors and any others who provide a service to Big Brothers Big Sisters of Ajax-Pickering.

When **Big Brothers Big Sisters of Ajax-Pickering** collects personal information, it will identify the purpose for the collection of the information.

When personal information is to be used for a purpose not previously identified, the new purpose will be identified prior to its use.

Unless the new purpose is permitted or required by law, individual consent is required before the information can be used for that purpose

What is Personal Information?

Personal information means information about an 'identifiable individual' and includes:

- factual or subjective information, recorded or not
- spoken statements and opinions [documented]
- name, age, weight, height
- medical records and health information
- ID numbers
- Information obtained on customers at point of sale
- income, purchases and spending habits
- credit records, loan records,
- existence of a dispute between a consumer and a supplier
- intentions [offers to purchase, intent to purchase goods or services, etc]
- race, ethnic origin and colour
- blood type, DNA code, fingerprints
- marital status
- religion
- education
- opinions, evaluations, comments, disciplinary action
- employee files
- social status
- home address, phone number, private cell number

Information Excluded

Under federal privacy legislation personal information does not include the name, job title, business address or office telephone number of an employee.

Under some provincial legislation private information may include name, job title, business address, office telephone and fax number and other information.

As required by federal and provincial statutes, **Big Brothers Big Sisters of Ajax-Pickering** has implemented the required policies and practices to protect the privacy of personal information, including:

- implementing policies to protect personal information
- implementing procedures to protect personal information
- implementing procedures to receive and respond to complaints, inquiries and other matters on privacy related matters
- educating Big Brothers Big Sisters of Ajax-Pickering employees about its policies and practices
- establishing processes to develop and implement policy amendments and new policies to meet industry requirements
- developing and making available materials explaining the policies and procedures of Big Brothers Big Sisters of Ajax-Pickering.

Big Brothers Big Sisters of Ajax-Pickering accepts responsibility for the personal information in its custody or under its control. Information, which **Big Brothers Big Sisters of Ajax-Pickering** knowingly shares with third parties, is protected by contractual or other means.

Requests for Information

Written requests for information may be directed to the Executive Director who will be deemed the Privacy Coordinator for the purposes of this policy, at **Big Brothers Big Sisters of Ajax-Pickering**.

When a request for information is received, **Big Brothers Big Sisters of Ajax-Pickering** will provide information about procedures relating to the management of personal information, including what information may be made available to other organizations.

In special circumstances, and where necessary, **Big Brothers Big Sisters of Ajax-Pickering** will provide a translated copy of the Privacy Policy. There will be a fee for translation services.

A request for a translated copy of the Privacy Policy should be made to the Executive Director/ Privacy Coordinator. Allow 30-45 days for this service.



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Policy Section PRIVACY POLICIES	Policy Section # 2
Policy Name PURPOSE FOR THE COLLECTION OF INFORMATION	Policy # 201
This policy applies to All Board Members, Executives, Employees, Volunteers & Clients	Policy Date September 2008

Source: Personal Information Protection and Electronics Documents Act, [PIPEDA] S. 3 Principle 2:4.2

Big Brothers Big Sisters of Ajax-Pickering will identify the purposes for the collection of the information.

When **Big Brothers Big Sisters of Ajax-Pickering** collects personal information it shall be limited to that which is necessary for the purposes identified by the organization.

Information shall be collected by fair and lawful means and will be collected in a manner that does not mislead or deceive about the purpose for the collection.

If the purpose for which the information was collected, changes, BBBS will endeavor to obtain 'fresh' consent before the information can be used for the new purpose. The new purpose should be communicated to the individual providing consent.

Information could include the acceptance of credit cards, requests for Postal Codes, personal cell phone numbers, etc.

Big Brothers Big Sisters of Ajax-Pickering may, on occasion, require credit information. The credit information and information concerning a donation, service or product purchased and the price of such a donation, service or product will be disclosed to the relevant credit agencies for the purposes of processing the transaction request.



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Policy Section	PRIVACY POLICIES	Policy Section # 2
Policy Name	ACCOUNTABILITY	Policy # 202
This policy applies to All Board Members, Executives, Employees, Volunteers & Clients		Policy Date September 2008

Source: *Personal Information Protection and Electronics Documents Act, [PIPEDA] S.6 Privacy Principle 1:4.1*

Purpose

Under the Personal Information Protection Electronic Documents Act, (PIPEDA) and under various provincial legislations **Big Brothers Big Sisters of Ajax-Pickering** acknowledges that it is responsible for any personal information under its control and has designated the Executive Director as Privacy Officer. This individual is responsible for the organization's compliance with privacy principles.

The Privacy Officer, in association with external third parties, is responsible for the development of policies and practices to give effect to the principles of protecting personal information.

Information Transferred to a Third Party

Big Brothers Big Sisters of Ajax-Pickering is responsible for information within the possession of the organization.

Big Brothers Big Sisters of Ajax-Pickering will take all steps necessary to ensure that any information it has transferred to third parties is protected under applicable privacy laws.

Inter-provincial sharing of Information

Information, which might be shared with other Provinces within Canada, is subject to that Province's privacy requirements.

Big Brothers Big Sisters of Ajax-Pickering recognizes that under various provincial privacy laws, where a file contains personal information collected about residents and/or employees, there may be specific rules about where records can be stored and transferred. **Big Brothers Big Sisters of Ajax-Pickering** respects and complies with these provincial requirements.

Information shared with U.S. Companies

Information, which might be shared with agencies in the United States of America, may be subject to review under the Patriot Act, the Homeland Security Act and individual state privacy legislation. To the best of its ability, **Big Brothers Big Sisters of Ajax-Pickering** will safeguard personal information to the extent required under Federal and individual State legislation.



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Policy Section	PRIVACY POLICIES	Policy Section # 2
Policy Name	OPENNESS	Policy # 203
This policy applies to All Board Members, Executives, Employees, Volunteers & Clients		Policy Date September 2008

Source: Personal Information Protection and Electronics Documents Act, [PIPEDA] Privacy Principle 8:4.8

Big Brothers Big Sisters of Ajax-Pickering will make available to individuals information about its policies and practices relating to the management of personal information.

The law gives individuals the right to:

- know why an organization collects, uses or discloses personal information
- expect an organization to collect, use or disclose personal information reasonably and appropriately, and not use the information for any purpose other than that for which consent has been given
- know who in the organization is responsible for protecting personal information
- expect an organization to protect personal information by taking appropriate security measures



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Policy Section PRIVACY POLICIES	Policy Section # 2
Policy Name CONSENT FOR COLLETION, USE AND DISCLOSURE OF PERSONAL INFORMATION	Policy # 204
This policy applies to Board Members, Employees, Volunteers & Clients	Policy Date September 2008

Source: *Personal Information Protection and Electronics Documents Act, [PIPEDA] S. 6, 7*
Privacy Principle 3:4.3, 4.5

Big Brothers Big Sisters of Ajax-Pickering will only collect personal information by fair and lawful means. Consent by an individual, or that of a legally authorized representative, is for:

- The collection of personal information
- The use of personal information
- The distribution of personal information

On written request, **Big Brothers Big Sisters of Ajax-Pickering** will inform an individual of the existence, use, and disclosure of their personal information.

Big Brothers Big Sisters of Ajax-Pickering will not use or disclose personal information for purposes other than those for which it was collected, or as permitted or required by law

How consent to collect personal information may be obtained

The form of the consent may vary, depending upon the circumstances and the sensitivity of the information involved. Individuals may give consent in various ways, including oral, written or implied. Consent is deemed to have been given when there is a request for a job or a volunteer position.

When information is collected for the detection and prevention of fraud or for law enforcement, seeking the consent of the individual may not be necessary.

When consent is not required

In certain circumstances, like legal, emergency medical situations, or security reasons, personal information can be collected, used or disclosed without the knowledge and consent of the individual. Consent for the release of personal information is not necessary when personal information is required by law or the release of information may contain information about a third party.

Withdrawing Consent

An individual may withdraw consent for the use of information at any time by written notice of withdrawal. Withdrawal of consent cannot be retroactive. The withdrawal of consent may be subject to legal or contractual restrictions and reasonable notice may be required. When consent is withdrawn, the provision of services may be restricted, limited or terminated.



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Policy Section	PRIVACY POLICIES	Policy Section # 2
Policy Name	LIMITING THE USE, DISCLOSURE AND RETENTION OF PERSONAL INFORMATION	Policy # 205
This policy applies to	All Board Members, Executives, Employees, Volunteers & Clients	Policy Date January 2012

Source: *BBBSC National Standards Appendix I*

Information contained in the personnel and/or case files of Board Members, Staff, Volunteers and children/clients will not be disclosed by the Agency to any person without written approval of said person except in the following cases:

- where the safety of a child depends upon divulging this information. This could include suspicion of neglect or abuse of a child. The proper authorities will be informed when necessary. This could result in the disclosure of confidential information without written consent from the person to Brothers Big Sisters of Canada’s insurers and or legal counsel, as may be appropriate in connection with any legal proceeding or inquiry;
- when subpoenaed by the courts;
- where required by law;
- during periodic agency accreditation reviews case records, including relevant personal information will be shared to authorized representatives of Big Brothers Big Sisters of Canada.

In the event that confidential information is requested to support a custody or access application, or for any court matter other than a “child protection” case, the agency will only release the information if required to do so by a Judge’s Order.

No staff member or volunteer shall use confidential information from the agency to advance any personal interest, financial or otherwise.

In accordance with Big Brothers Big Sisters of Canada’s National Standards:

- No information will be provided to persons or organizations outside of Big Brothers Big Sisters of Canada, and its agents, about parents, children or volunteers without their express prior written consent except where required by law.
- All information and records, including electronic records, shall be kept secure (for example, in a filing cabinet, desk, etc. under lock and key, password protected, etc.) and confidential at all times.

Case records will be accessible only to the Caseworker, Executive Director, Casework Supervisor, and in appropriate situations, other Caseworkers.



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Policy Section PRIVACY POLICIES	Policy Section # 2
Policy Name PRIVACY OF EMPLOYEE / VOLUNTEER MEDICAL INFORMATION	Policy # 206
This policy applies to All Board Members, Executives, Employees, And Volunteers	Policy Date September 2008

Reference: No Statutes or Regulations apply to private sector employees in Ontario. Personal employee information is protected in British Columbia, Alberta, and Quebec Ontario Personal Health Information Protection Act [PHIPA]

Big Brothers Big Sisters of Ajax-Pickering protects all personal employee information to the extent as required by federal and provincial law.

Employee information may include, but is not limited to:

- name
- home address
- home phone number
- social insurance number
- employee ID number
- biometric identification
- payroll information
- banking information
- promotions, demotions, etc.
- health information
- any other information deemed to be private information through internal policies and federal and provincial statute

Collection of Personal Health Information

In limited circumstances, Big Brothers Big Sisters of Ajax-Pickering may on occasion collect or obtain confidential health information about its employees, volunteers and clients.

Medical information collected will be collected where relevant to the performance of duties (absence due to illness, subsequent return to work etc...) of the employee, volunteer or where necessary to ensure safety of the client

Big Brothers Big Sisters of Ajax-Pickering is considered a Health Information Custodian when it is in receipt of health care information from an employee's or volunteer's physician or other health care provider, Worker's Compensation reports, disability reports and other similar sources.

Health information may include:

- Record of a medical history, either in hardcopy or electronically

- Consult regarding a medical case
- Sending an employee to an institution for treatment or administering treatment
- Dispensing a drug
- Preventing a disease or injury or to promote health

Use of Personal Health Information

Medical and health care information will be used to evaluate an employee's ability to perform duties.

Sharing of personal information

Big Brothers Big Sisters of Ajax-Pickering will only share your personal information with staff members who need it to ensure that an employee is properly compensated, or with those who are involved in your hiring, promotion, discipline or termination.

Where consent to share information is not required

Personal employee information will be disclosed when required to do so by law.

Security of employee/volunteer information

Individual employment files are maintained in our Administration office.



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Policy Section	PRIVACY POLICIES	Policy Section # 2
Policy Name	RETENTION OF EMPLOYEE / VOLUNTEER PERSONAL INFORMATION	Policy # 207
This policy applies to	All Board Members, Executives, Employees, And Volunteers	Policy Date September 2008

*Source: Federal Income Tax Act
Ontario Income Tax Act
Ontario Personal Health Information Protection Act [PHIPA]
Ontario: Workplace Safety and Insurance Act
All Other Provinces: Worker's Compensation Act*

Personal information of employees and volunteers will be maintained in the individual employment file for as long as an individual is an employee or volunteer of **Big Brothers Big Sisters of Ajax-Pickering**.

Some of the information relating to payroll and compensation will be maintained for seven years or for any time period as mandated by law.

Some documents relating to an employee and volunteer personal information are required by law for audit and taxation purposes.

Information that is not necessary for audit or taxation purposes will be destroyed three years after the last date of employment or of volunteer service.



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Policy Section PRIVACY POLICIES	Policy Section # 2
Policy Name ACCURACY OF EMPLOYEE / VOLUNTEER PERSONAL INFORMATION	Policy # 208
This policy applies to All Board Members, Executives, Employees, and Volunteers	Policy Date September 2008

*Sources: Federal Income Tax Act
Various Provincial Income Tax Acts*

Big Brothers Big Sisters of Ajax Pickering relies on its employees and volunteers to update their individual personal information, and it shall be the sole and absolute responsibility of these parties to do so.

Any employee or volunteer who has a change of address or telephone number, marital status, or if requesting changes to their employee benefit plan, etc., is required to notify the Executive Director to have their personnel file be updated.

Unless an employee or volunteer advises the Executive Director of these changes, **Big Brothers Big Sisters of Ajax-Pickering** has no way of knowing about them.

Performance Evaluations

Big Brothers Big Sisters of Ajax Pickering recognizes that the information collected regarding an employee's or volunteer's performance is based on opinion and evaluation. Employees and volunteers have the right to challenge and correct performance based information.

Big Brothers Big Sisters of Ajax Pickering, to the best of its ability, maintains that the performance portion of an individual employment or volunteer file is complete, in that it contains all information related to that individual's performance, including any documents or other information an employee supply to us on their own behalf.



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Policy Section PRIVACY POLICIES	Policy Section # 2
Policy Name ACCESS TO PERSONAL INFORMATION	Policy # 209
This policy applies to All Board Members, Executives, Employees, And Volunteers	Policy Date September 2008

Source: Personal Information Protection and Electronics Documents Act, [PIPEDA], Principle 6:4.6

Upon receipt of a written request, an individual shall be informed of the existence, use, and disclosure of his or her personal information and shall be given access to that information.

Anyone requesting access to personal information should be aware that the right to access personal information is not absolute.

Employees and volunteers may request to review their personal file in the presence of the ED.

The ED may request to review his or her personal file in the presence of the President or designated board member.

Responding to requests for information

Responses to a request for information shall be within 30 days of receipt of such a request.

When access to personal information cannot be provided

In some situations **Big Brothers Big Sisters of Ajax-Pickering** may not be able to provide access to the personal information it holds about an individual.

When **Big Brothers Big Sisters of Ajax-Pickering** is not able to comply with a request from an individual for access to personal information, that individual will be provided with the reasons for denying access

Exceptions to access to personal information may include:

- information that is prohibitively costly to provide,
- information that contains references to other individuals,
- information that cannot be disclosed for legal, security, or commercial proprietary reasons,
- information that is subject to solicitor-client or litigation privilege,
- information that may harm another person or was generated in the course of a formal dispute resolution process



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Policy Section	PRIVACY POLICIES	Policy Section # 2
Policy Name	MAKING A COMPLAINT	Policy # 210
This policy applies to All Board Members, Executives, Employees, And Volunteers		Policy Date September 2008

Source: Personal Information Protection and Electronics Documents Act, [PIPEDA]

Big Brothers Big Sisters of Ajax-Pickering has put in place procedures to receive and respond to complaints or inquiries about its policies relating to the handling of personal information.

Questions or concerns about **Big Brothers Big Sisters of Ajax-Pickering's** compliance with these policies should be directed to the Executive Director.

Investigation of complaints

Big Brothers Big Sisters of Ajax-Pickering will investigate all complaints of privacy breaches.

Prior to filing a complaint with the Office of the Privacy Commissioner, a complaint can request that a neutral third party who is familiar with the Act investigate the complaint. This third party investigation shall be at no cost to the complainant.

When a complaint is justified

If an internal or external investigation finds that the complaint is justified, **Big Brothers Big Sisters of Ajax-Pickering** will take the appropriate measures to correct the information, and if necessary, **Big Brothers Big Sisters of Ajax-Pickering** will amend its policies and procedures accordingly.

No resolution of the complaint

If, after the intervention of a third party, a resolution of the complaint is not possible, an individual will be able to address a challenge concerning compliance with this policy to the Office of the Privacy Commissioner at:

The Office of the Privacy Commissioner of Canada
112 Kent Street
Ottawa, Ontario K1A 1H3
Telephone: (613) 995-8210 Toll-free: 1 (800) 282-1376
Fax: (613) 947-6850
Web site: www.privcom.gc.ca
E-mail: info@privcom.gc.ca

Any challenges to the Privacy Policies and Procedures of **Big Brothers Big Sisters of Ajax-Pickering** will be at the sole cost of the complainant.



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Policy Section ADMINISTRATIVE POLICIES	Policy Section # 3
Policy Name FILE MAINTENANCE & ELECTRONIC DOCUMENTATION POLICY	Policy # 301
This policy applies to All Board Members, Executives, Employees, and Volunteers	Policy Date July 2012

Source: BBBSC National Standards: Appendix J

I. Purpose

This policy covers the storing of data about volunteers, children and youth, and their families in casework files. This policy applies to information in both physical and electronic formats. It sets consistent case file maintenance standards and ensures proper storage of all files. It also deals with the question of access to stored data and the process that applies to its disclosure.

II. Policy

A. Confidentiality

1. All information will be kept confidential and responsible action will govern the disclosure of any information, by ascertaining the legal position and the reason for which the information is being sought.
2. The Caseworker(s) and Executive Director (and/or their delegates, e.g. Program Supervisors) are the only people authorized to have constant and direct access to the agency's client files. Board requests for client information are referred to the Executive Director.
3. Information must be shared with other Big Brother Big Sister agencies and with other organizations where it is justifiable and lawful.

B. Release of Personal Information

1. Procedures for access to personal information requests under the Privacy Act:
 - i. Personal information regarding other individuals must be removed from the file, either by physical removal or blacking out such information.
 - ii. A staff person must be in the room while the individual reviews the file to clarify any questions, or potential misunderstandings.
 - iii. A copy of the file will not be provided.
 - iv. If an individual challenges the accuracy of their information, staff must document what the individual thought ought to be changed, but the records will not be altered.
 - v. Questions about the release of information must be answered as appropriate, in consultation with a supervisor, privacy officer, lawyer, etc.

2. Information must be disclosed to Big Brothers Big Sisters of Canada's insurers and/or legal counsel, as may be appropriate in connection with any inquiry or legal proceeding.
3. Information must be disclosed to authorized representatives of Big Brothers Big Sisters of Canada during periodic agency accreditation reviews.
4. Information is shared as required utilizing Brothers Big Sisters of Canada's Volunteer Registry

C. Records and File Maintenance

1. Records can be transmitted, received and stored in paper or electronic format **with the following exceptions**: National Standards require the original Police and Vulnerable sector checks. If the originals are viewed by Casework Staff, and noted as such, they can be stored electronically. Criminal Record checks or Vulnerable Sector checks can only be received electronically if receipt is directly from a police agency through their electronic system (Real Time Identification (RTID) system).
2. Records requiring signature can be transmitted electronically if a reliable method is used to ensure the signature belongs to the individual whose signature is required, **with the following exception**: Documents requiring parent/Guardian signature in cases where the applicant is under the age of majority¹ cannot be submitted electronically.
3. Case notes must be factual, not based on supposition and must distinguish between fact and professional opinion.
4. Casenotes must be specific to the child, youth or volunteer. Generic casenotes are not acceptable.
5. Casenotes must be recorded chronologically and must be kept contemporaneously. Staff must diligently record their hand-written notes into electronic notes ideally within 24 hours. In no circumstance should Electronic Notes be recorded later than one week following the relevant interview taking place.
6. Electronic Notes must include (i) the date on which the relevant interview took place and (ii) the date on which the electronic recording took place.
7. Modifications and revisions to the Electronic Notes following the original recording is not allowed. If modifications or revisions are necessary for some reason, they must be saved under a new version and the date of any modification or revision and reason for the change must be noted in the Electronic Notes.
8. In the event of an agency Accreditation, the Accreditor must be given access to any documents that are housed electronically.

D. Security/Storage of Files

1. All files² will remain in the office in a secure and locked cabinet outside of office hours. Files will not be left in vehicles or the homes of personnel.

¹ The age of majority is 19 in British Columbia, New Brunswick, Newfoundland and Labrador, the Northwest Territories, Nova Scotia, Nunavut and the Yukon. In all other provinces it is 18.

² Closed files can be stored off site in a records storage facility

2. When required by law, original files will be shared with legal personnel; otherwise, they will be given a copy.
 3. A system must be in place to safeguard the notes on the computer. Files must be backed-up on a regular basis. File backups must be stored in a secure area. Information stored electronically must be accessible so as to be usable for subsequent reference, and must be capable of being retained for subsequent reference. The Dynamics CRM meets these requirements for the retention of information under the Electronic Commerce Act.
 4. In the event of a file closure, casenotes stored in a secure electronic system (as per number three above) do not need to be printed. A file is a complete file, regardless of how it is housed (electronically, paper, a combination). It is the responsibility of the agency to maintain the integrity of any casenotes and be able to print them at any time, should the need arise.
- E. Destruction of Files
1. Files exceeding 75 years past their closure date whether electronic or paper must be purged from storage and destroyed.
 2. If the agency ceases to operate, all files are to be forwarded to Big Brothers Big Sisters of Canada for retention and eventual destruction.



**Big Brothers Big Sisters
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Policy Manual

Policy Section ADMINISTRATIVE POLICIES	Policy Section # 3
Policy Name USE OF AGENCY PROPERTY	Policy # 302
This policy applies to All Board Members, Executives, Employees, and Volunteers	Policy Date September 2008

Source: Internal Policy

Big Brothers Big Sisters of Ajax-Pickering does not condone or approve of staff and volunteers borrowing property belonging to **Big Brothers Big Sisters of Ajax-Pickering** for personal use. Such could result in immediate termination of employment.

Work related borrowing of company property is only permitted if authorized by the Executive Director.

Personal Use

Office supplies may not be used for personal use.

Office supplies may not be removed from the premises for personal use.

Any employee or volunteer who becomes aware of another employee or volunteer taking company supplies for personal use is required to immediately report the unauthorized use to the Executive Director.

Disciplinary action for the unauthorized removal of supplies for personal use

Any such use will result in disciplinary action. The severity of the disciplinary action will be at the discretion of the Executive Director and will depend on the value of the property removed and if the incident is a recurrence.

Photocopier not working properly

Employees and volunteers are to immediately advise the Administrative Coordinator of any photocopier operating problems

New employees

Supervisors are responsible for ensuring that all new employees or volunteers under their authority are trained in how to properly operate the photocopy and computer equipment.

Personal use

Staff, employees and volunteers are not permitted to use photocopiers for personal reasons.



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Policy Manual

Policy Section ADMINISTRATIVE POLICIES	Policy Section # 3
Policy Name TELEPHONE AND FAX	Policy # 304
This policy applies to All Board Members, Executives, Employees	Policy Date September 2008

Personal Calls

Agency telephones may be used on a limited basis for personal local telephone calls.

Personal Long-Distance Calls:

Big Brothers Big Sisters of Ajax-Pickering does not permit personal long-distance phone calls. All long distance calls during working hours must be charged to your personal home phone number.

Big Brothers Big Sisters of Ajax-Pickering reserves the right to conduct random checks of company phone bills and to investigate any unauthorized long-distance telephone calls.

If it is necessary for an employee to place a personal long-distance telephone call or fax, that employee is required to obtain prior consent from the Executive Director. The employee will be charged for the long distance telephone/fax charges in the next billing/payroll period.

Disciplinary Action

Failing to obtain prior consent when charging personal long-distance telephone calls or faxes to **Big Brothers Big Sisters of Ajax-Pickering** will result in disciplinary action up to and including termination.

Retention of Voice Mail Messages

Most voice mail records are considered to be transitory and do not need to be retained by the recipient unless required to do so for legal, fiscal, or administrative purposes.



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Policy Manual

Policy Section	ADMINISTRATIVE POLICIES	Policy Section	# 3
Policy Name	COMPUTER USE	Policy	# 305
This policy applies to	All Board Members, Executives, Employees,	Policy Date	September 2008

*Source: Criminal Code of Canada
Electronic Documents Act
Federal Income Tax Act
Provincial Income Tax Act*

Introduction

This policy outlines **Big Brothers Big Sisters of Ajax-Pickering's** expectations regarding computer and systems usage and applies to all authorized users and establishes policies, technological standards and guidelines for the management of information and technology activities related to:

- Information management including data management, recorded information management and information utilization
- Information technology management including IM/IT acquisition and unsolicited proposals
- Operations
- Access to information
- Privacy
- Security
- Communications

Records Management

Information management encompasses records of all forms of media, including electronic and paper records of all descriptions such as correspondence, forms, reports, email, audiovisual recordings, etc.

Records must be kept according to their value. The values that records will have include: evidentiary, fiduciary, historical and legal.

- the information will be retained to meet all statutory requirements for record keeping;
- electronic information must be readily available for decision making and to meet information access requests;
- electronic records must be in a format so that they may be relied upon as evidence of organizational activity and administrative decisions and meet all legal, evidential and accountability requirements;
- electronic records are to be protected and not destroyed or removed from the control of **Big Brothers Big Sisters of Ajax-Pickering;**

- the identification and preservation of electronic records will be maintained in a secure and environmentally sound manner;

Authorized Employee Use

Big Brothers Big Sisters of Ajax-Pickering's employees are permitted to access a computer and network services, including Internet and email use solely for business purposes.

Users are expected to practice good judgment and to demonstrate responsibility and consideration of others when using the network and services.

All use of computer and network services shall be performed in an ethical and legal manner. Users are required to demonstrate integrity and professionalism at all times.

Auditing computer use

Users of **Big Brothers Big Sisters of Ajax-Pickering's** computer and network services should be aware that internal records might be kept of Internet sites visited, and messages sent and received. Audits of the system may be conducted at any time and you will not receive advance warnings of these audits.

Compliance and Limits to Use

Authorized users have access to **Big Brothers Big Sisters of Ajax-Pickering's** computer network including Internet access and email.

The only authorized use of **Big Brothers Big Sisters of Ajax-Pickering's** computers and network services is for business purposes. Limited, occasional or incidental use for personal activities may be acceptable with limitations, provided all such use is legal.

All users of **Big Brothers Big Sisters of Ajax-Pickering's** computer and network services shall conduct email messages and other data transmissions in the same manner as they would other business correspondence.

All users are directly responsible for all email and other data sent from their individual user name and should take precautions to ensure that their password is changed on a regular basis and is not shared with anyone except as required within this policy.

Ownership of Data

Any electronic record created on an **Big Brothers Big Sisters of Ajax-Pickering's** computer or sent through the network is the property of **Big Brothers Big Sisters of Ajax-Pickering** and may not be distributed or shared in any manner without authorization.

Permitted Uses

1. Participation in job related activities
2. Job related research
3. Work-related correspondence, memos etc.
4. Internal communication with co-workers
5. Responding to client and public requests for information
6. Pre-approved on-line learning/training.

Downloading information

No information is to be distributed on the Internet, which would not be suitable for distribution under the letterhead or logo of **Big Brothers Big Sisters of Ajax-Picking**.

Any information which is viewed, copied, downloaded or saved should be related to **Big Brothers Big Sisters of Ajax-Picking** business. No other use is permitted.

Users are required to comply with all copyright and license restrictions on any information, which has been downloaded. Users must agree to the terms of vendor license agreements.

Restrictions to Use

No one shall install or run security programs or utilities that could jeopardize the network security of any system, internal or external, to **Big Brothers Big Sisters of Ajax-Picking's** network.

Users are not permitted to attempt to access unauthorized or confidential information to which they have not been granted access.

Users are not permitted to distribute confidential information such as reports, plans, or other data to unauthorized parties.

Users are not permitted to distribute personal resumes or to conduct a new job search on any computer or electronic device, or through any system under the control of **Big Brothers Big Sisters of Ajax-Picking**. Any such use will result in immediate termination for cause and without warning.

Users are not permitted to offer private and/or personal goods or services over the Internet on **Big Brothers Big Sisters of Ajax-Picking's** network.

Uses not permitted:

- Permitting unauthorized users to access **Big Brothers Big Sisters of Ajax-Picking's** software.
- Authorized users not logging off of their computers when they leave the workplace.
- Sharing passwords with any other person, except as authorized or required by law.
- Sharing anonymous messages under a co-worker's identification.
- Accessing sites, which violate any Canadian federal or provincial law.
- Accessing sites containing defamatory, discriminatory, seditious, obscene or pornographic material.
- Storing games, or game related information, or personal web site information on **Big Brothers Big Sisters of Ajax-Picking's** network.
- Sending spam, broadcast transmissions and chain letters.
- Accessing, displaying or storing fraudulent, harassing or obscene email messages.
- Sending or displaying any message which may be considered to be offensive or may contribute to a poisoned work environment.
- Participation in Internet Chat groups.
- Uploading or downloading from any media site including but not limited to: Music, Videos, and other similar sites.
- List servers which are not job related
- Making unauthorized copies of software belonging to **Big Brothers Big Sisters of Ajax-Picking**.

- Changing the configuration of computers through the use of unauthorized boot disks or in any way, circumventing internal security measures.

Note: Receiving and innocently opening an email with an unsolicited and unacceptable attachment is not considered to be a violation of this policy.



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Policy Manual

Policy Section ADMINISTRATIVE POLICIES	Policy Section # 3
Policy Name ELECTRONIC COMMUNICATION E-mail, Text Messaging, Blogs, MSN, Podcasts, Social Media and any similar type of communication	Policy # 306
This policy applies to All Board Members, Executives, Employees, Volunteers	Policy Date September 2008

Source: Criminal Code of Canada S 298, 299 Defamatory Libel

298. (1) A defamatory libel is matter published, without lawful justification or excuse, that is likely to injure the reputation of any person by exposing him to hatred, contempt or ridicule, or that is designed to insult the person of or concerning whom it is published.

Mode of expression

(2) A defamatory libel may be expressed directly or by insinuation or irony

(a) in words legibly marked on any substance; or

(b) by any object signifying a defamatory libel otherwise than by words.

R.S., c. C-34, s. 262.

Publishing

299. A person publishes a libel when he

(a) exhibits it in public;

(b) causes it to be read or seen; or

(c) shows or delivers it, or causes it to be shown or delivered, with intent that it should be read or seen by the person whom it defames or by any other person.

R.S., c. C-34, s. 263.

Punishment of libel known to be false

300. Every one who publishes a defamatory libel that he knows is false is guilty of an indictable offence and liable to imprisonment for a term not exceeding five years. R.S., c. C-34, s. 264.

Punishment for defamatory libel

301. Every one who publishes a defamatory libel is guilty of an indictable offence and liable to imprisonment for a term not exceeding two years.

Introduction

A blog is a regularly up-dated journal of information and opinions. All employees are obliged to uphold the employer's reputation, refrain from posting disparaging remarks, maintain a harassment free blog and ensure that the employer's confidential information is not shared

Policy

Blogging may not be done on company time or with the use of computers under the control **Big Brothers Big Sisters of Ajax-Pickering.**

2. Bloggers must comply with all of the company's policies, including, but not limited to **Big Brothers Big Sisters of Ajax-Pickering's** "Code of Conduct " and all harassment and discrimination policies.
3. Blogs are individual interactions and are not reflective of the organization.
4. Employees must never represent or imply that they are expressing the opinion of the organization or any of its officers, directors, managers or supervisors.
5. Bloggers will be held personally responsible for the content of their blogs whether the blog is initiated during work or personal time.
6. Employees are not permitted to disclose, through their personal blogs, any confidential or proprietary information concerning the company.
7. Employees must never put anything in a blog which could embarrass, insult, demean or damage the reputation of the organization, its employees, volunteers or any of its clients.
8. Any employee who writes about the company in a personal blog, its services, clients or co-workers is required to clearly state their affiliation with **Big Brothers Big Sisters of Ajax-Pickering** and is further required to include a disclaimer stating that the blogger's comments are their own and are not necessarily approved by or shared by **Big Brothers Big Sisters of Ajax-Pickering**.

Discipline

Any employee or volunteer who fails to abide by this policy will be subject to discipline.

Verbal warnings will not be given.

Discipline can be any one, or all of the following:

- Written notice of discipline to be placed in employees/volunteers personnel file
- Termination for cause
- Legal intervention through the laying of Criminal Charges



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Policy Manual

Policy Section	ADMINISTRATIVE POLICIES	Policy Section	# 3
Policy Name	E-MAIL	Policy	# 307
This policy applies to	All Board Members, Executives, Employees and Volunteers	Policy Date	September 2008

Source: Internal Policies

Electronic mail (e-mail) is defined as any message sent or received electronically between terminals linked by telephone lines. For the purposes of this policy, attachments are considered to be part of electronic mail.

All electronic mail, without exception, that is transmitted through equipment owned or under the control of **Big Brothers Big Sisters of Ajax-Pickering** is the property of **Big Brothers Big Sisters of Ajax-Pickering**.

Big Brothers Big Sisters of Ajax-Pickering may monitor electronic mail at any time. Notice of surveillance of electronic documents does not have to be given prior to monitoring.

Anyone using electronic messages is required to use appropriate language, style and subject matter when writing electronic mail.

Electronic messages will remain on the system until deleted by the user or after a specified retention period

Passwords

Electronic messages are password protected and accessible by the mailbox owner. The Executive Director may at her/his discretion assign passwords.

Printing hardcopies of E-Mails

Where information from an electronic message is not in a hardcopy record, the date, time and distribution of the electronic mail message must be appended to or annotated on the record when it is copied to paper, or other format.

Inappropriate use of E-mail

Any misuse of electronic mail, such as inappropriate, or obscene language or graphics, photographs; harassing or other offensive messages will result in immediate disciplinary action up to and including termination for cause.

Retention of E-mails

Electronic messages, which are required for legal, fiscal or administrative purposes will be converted to a suitable storage medium for retention.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	INTRODUCTION TO EMPLOYMENT POLICIES	Policy # 400
This policy applies to	Employees, other paid staff members, and volunteers	Policy September 2008

Source: Internal Policies, Ontario Human Rights Act Amendment R.S.O 2006, Employment Standards Act, R.S.O. 2000

Purpose

The employment policies of **Big Brothers Big Sisters of Ajax-Pickering** are not to be construed as being part of, or forming part of, an employment contract or employment agreement.

Big Brothers Big Sisters of Ajax-Pickering, through these employment policies, will endeavour to apply all policies and procedures in a fair and equitable manner.

The Employment Policies apply equally to all full-time, part-time, probationary, temporary, casual, volunteer, and contract employees.

Interpretation and Application of Employment Policies

Where there is a dispute as to the interpretation and application of any employment policy or procedure, the interpretation as set out in the Ontario Human Rights Act and its regulations and the Ontario Employment Standards Act, R.S.O. 2000 and its regulations shall prevail.

Questions and concerns

Questions and concerns about company policies, benefits, and payroll are the responsibility of the Executive Director.

The Executive Director handles issues between employees, volunteers and clients.

Employees are encouraged to discuss workplace related concerns with the Executive Director.

All issues brought to the attention of the Executive Director will be kept in confidence with the exception of issues related to health and safety concerns, sexual harassment and those issues required to be disclosed by law.

When issues cannot be resolved at the executive level

Any issue which cannot be resolved by the Executive Director should be forwarded to the Board of Directors. When time is not of the essence, an issue should be forwarded in writing. When time is of the essence an employee or volunteer may contact a member of the Board of Directors by other means such as in person, telephone or email.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section #	4
Policy Name	EQUAL OPPORTUNITY EMPLOYER	Policy #	401
This policy applies to	Employees, and other paid staff members	Policy	September 2008

Source: Ontario Human Rights Act Amendment R.S.O 2006

Purpose

To demonstrate a dedication in providing equal opportunities to all persons in the areas of service and employment.

“The *Ontario Human Rights Code [the Code]* states that it is public policy to recognize the inherent dignity and worth of every person, and to provide for equal rights and opportunities without discrimination

Policy

Big Brothers Big Sisters of Ajax-Pickering is an equal opportunity employer.

Big Brothers Big Sisters of Ajax-Pickering is committed to providing equal treatment with respect to employment.

Big Brothers Big Sisters of Ajax-Pickering will not discriminate against any person because of race, creed, religion, place of origin, ancestry, gender, disability, sexual orientation, marital status, family status or any other ground as defined by the Ontario Human Rights Code.

Work of Equal Value

As a private sector employer, **Big Brothers Big Sisters of Ajax-Pickering** is not required to recognize or compensate for work of equal value.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	EMPLOYER RESPONSIBILITIES	Policy # 401.01
This policy applies to	Employees, and other paid staff members	Policy September 2008

Sources: Ontario Human Rights Code 1995, Occupational Health & Safety Act, R.S.O. 1990, Employment Standards Act, R.S.O. 2000, Workplace Safety Insurance Act, R.S.O. 1997

Big Brothers Big Sisters of Ajax-Pickering is responsible for providing:

- an environment which is safe
- an environment conducive to achieving consistency in high levels of performance
- an environment which encourages employees to achieve success
- an environment which recognizes individual and team achievements
- an environment which encourages co-operation
- an environment which encourages on-going learning through company sponsored training and initiatives
- an environment which is free from harassment, discrimination and intimidation, without fear of reprisal
- an environment free from violence
- an environment which encourages the reporting of all incidents of harassment, discrimination or intimidation
- immediate response and investigation of all harassment, discrimination and intimidation complaints



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	EMPLOYEE RESPONSIBILITIES	Policy # 401.02
This policy applies to	Employees, and other paid staff members	Policy September 2008

Sources: Ontario Human Rights Code 1995, Occupational Health & Safety Act, R.S.O. 1990, Employment Standards Act, R.S.O. 2000, Workplace Safety Insurance Act, R.S.O. 1997

Big Brothers Big Sisters of Ajax-Pickering expects all employees to act towards each other in professional and respectful way.

Big Brothers Big Sisters of Ajax-Pickering's workplace is diverse and everyone is required to work together to create a positive work environment.

Employees have a responsibility to:

- Work safely and abide by workplace safety and legislative regulations
- Immediately report any safety concerns to a supervisor, the Executive Director or a member of the board
- Engage in proper workplace decorum and courtesy towards the employer, co-workers, volunteers and the public
- Ensure compliance with anti- harassment, discrimination and intimidation policies
- Refrain from engaging in any behaviour that may be perceived to be harassment, discriminatory, intimidating or violent
- Report all incidents of harassment, discrimination, intimidation or violence by a manager, supervisor, volunteer or client to the Executive Director or to a member of the board.



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Policy Manual

Policy Section EMPLOYMENT POLICIES	Policy Section # 4
Policy Name HIRING PROCESS	Policy # 402
This policy applies to Executives, Board of Directors	Policy Date September 2008

Source: Ontario Human Rights Code, Internal Directives

Purpose

The purpose of this policy is to ensure that **Big Brothers Big Sisters of Ajax-Pickering** can provide the best possible service to its clients through a dedicated and qualified staff and to ensure that the hiring process is applied fairly and equitably and that all candidates for available positions best meet the staffing needs of **Big Brothers Big Sisters of Ajax-Pickering**.

Application for Employment

Application for staff positions shall be directed to the Executive Director and/or the Chairperson of Governance and Finance Committee.

The Executive Director and/or the Chairperson of Governance and Finance Committee will review applications, interview the applicants and select the candidate.

Policy

No offer of employment shall be made to any applicant until the Executive Director and one designated person have completed a review of the application.

Throughout the recruitment, selection and hiring process, applications and applicants' information will remain confidential.

Big Brothers Big Sisters of Ajax-Pickering endeavours to select and hire individuals who meet the requirements of specific positions.

Big Brothers Big Sisters of Ajax-Pickering will follow consistent hiring guidelines in order to fulfill its mission by hiring the most qualified and competent applicants for all employment vacancies. To be eligible for employment with **Big Brothers Big Sisters of Ajax-Pickering** applicants must:

- meet or surpass the identified requirements for the position applied for;
- be willing and capable of working in accordance with **Big Brothers Big Sisters of Ajax-Pickering's** vision, goals, objectives and philosophies;
- be legally entitled to work in Canada

When possible, **Big Brothers Big Sisters of Ajax-Pickering** will attempt to fill new positions or positions that become vacant, from within the staff when qualified members are available.

Applications will be retained for a period of two years.



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Policy Manual

Policy Section EMPLOYMENT POLICIES	Policy Section # 4
Policy Name APPOINTMENT OF EXECUTIVE DIRECTOR	Policy # 402.01
This policy applies to Executives, Board of Directors	Policy Date September 2008 Revised 2014

Source: Ontario Human Rights Code, Internal Directives

Purpose

The purpose of this policy is to ensure that **Big Brothers Big Sisters of Ajax-Pickering** is best able to provide services to its clients under the direction of its Executive Director.

Appointment of the Executive Director:

The Executive Committee is responsible for the appointment of the Executive Director. The appointment of the Executive Director must be ratified by the Board of Directors.

Policy

To ensure that all legislative requirements have been met, no offer of employment shall be made to any applicant until the Hiring Committee or a designated member of the Board of Directors and/or any other qualified person, have completed a review of the application resumes

The Board of Directors will utilize the Executive Director Succession Plan & Hiring Process document as a guide for the recruitment process.

Big Brothers Big Sisters of Ajax-Pickering endeavours to select and hire the most qualified person to meet the identified requirements for the position.

To be eligible for employment with **Big Brothers Big Sisters of Ajax-Pickering** applicants for the position of Executive Director must:

- must meet or surpass the identified requirements for the position applied for
- be willing and capable of working in accordance with **Big Brothers Big Sisters of Ajax-Pickering's** vision, goals, objectives and philosophies
- be legally entitled to work in Canada

Emergency Succession Plan

In the event that there is a vacancy in the Executive Director position, the Board of Directors shall appoint an Interim Executive Director. The appointee will be the most qualified person available. The Interim Executive Director will work closely with the Executive Committee to ensure the agency is able to operate in an effective, professional manner until such time that an Executive Director can be hired.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	HIRING OF RELATIVES	Policy # 403
This policy applies to Executives, Board of Directors, and employees		Policy Date September 2008 Update 2014

Source: Ontario Human Rights Code,

Purpose

Big Brothers Big Sisters of Ajax-Pickering endeavours to treat all job applicants equally with no discrimination based on family relationships.

Hiring of relatives or family members

Under existing legislation, including the Ontario Human Rights Code, **Big Brothers Big Sisters of Ajax-Pickering** or any of its managers or member of the board may choose to hire, or not to hire, to promote or not to promote, his or her own spouse, child or parent or the spouse, child or parent of any employee.

Relatives or family members may only be considered for employment if they meet the essential skills required for the position and if approved by the Board of Directors.

Where discrimination in the hiring process is permitted

Big Brothers Big Sisters of Ajax-Pickering will not hire an individual where that person will be under the authority of a family member.

Members of the Board of Directors are not to be related to staff in any way that compromises their judgment in actuality or in the perception of the community.

Under the Ontario Human Rights Code, a decision not to hire a relative or family member is not considered to be discriminatory.

Who is a relative or family member

A relative or family member is any person so defined by law and may include a spouse, child, step-child, parent, parent-in-law, grandparent, grandparent-in-law, sister, sister-in-law, brother, brother-in-law or any other person so defined



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	HIRING BASED ON AGE	Policy # 404
This policy applies to Executives, Board of Directors		Policy Date September 2008

Source; Ontario Human Rights Code, Occupational Health and Safety Act, R.S.O 1990

Purpose

Big Brothers Big Sisters of Ajax-Pickering believes in equality in employment opportunities without any barrier because of age unless prescribed by law.

Policy

Big Brothers Big Sisters of Ajax-Pickering will not discriminate against any job applicant on the basis of age.

The Ontario Health and Safety Act permits an employer to discriminate based on age where the applicant is 16 years of age or younger.

The Ontario Human Rights Code permits an employer to discriminate based on age where the applicant is 17 years of age or younger.

The Ontario Human Rights Code permits an employer to discriminate against an older worker where that worker's age and age related deficiencies have the potential to pose a health and safety risk to co-workers or the public, or where the applicant is not able to demonstrate that they are able to meet or surpass the essential duties of the position.

Big Brothers Big Sisters of Ajax-Pickering's insurance carriers may restrict the hiring of certain individuals based on age.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	SELECTION PROCESS	Policy # 405
This policy applies to Executives, Board of Directors		Policy Date September 2008

Source; Ontario Human Rights Code, Occupational Health and Safety Act, R.S.O 1990

Purpose

The purpose of this policy is to ensure that **Big Brothers Big Sisters of Ajax-Pickering** applies its selection and hiring criteria on an equitable basis.

Policy

Selection of applicants to be interviewed

Applicants will be selected for positions based on the following:

- criteria outlined in specific job descriptions,
- individual qualifications
- or other criteria relevant to the organization and as determined by the Executive Director and/or the Board of Directors as deemed necessary for the vacant position.

The qualifications of the selected applicants shall match as closely as possible the identified requirements of the vacant position.

All resumes and applications will be reviewed and suitable applicants will be “short-listed”

Applicants selected from the “short list”, will be notified by telephone or in writing, to attend an initial interview on a specified date.

Applicants invited to attend an interview will be subject to an employment investigation to verify their qualifications and work history.

Previous Employees

Applicants who were previously employed by **Big Brothers Big Sisters of Ajax-Pickering** will be subject to the same screening procedures as new applicants.

Screening and Testing

Screening may be done to evaluate the suitability of an applicant. The information from screening will be used to determine if the applicant has the appropriate skills and attributes to perform the job.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	PRE-HIRING REFERENCE CHECKS (NEW EMPLOYEES ONLY)	Policy # 406
This policy applies to	Employees, and other paid staff members	Policy September 2008

*Source: Ministry of Universities and Colleges, Ministry of Consumer Affairs, Criminal Code of Canada
Ontario Human Rights Code
Personal Information Protection and Electronics Documents Act, (PIPEDA)
Personal Health Information Protection Act (PHIPA)*

Purpose

Reference checks may be used by **Big Brothers Big Sisters of Ajax-Pickering** to verify employment-related information provided by an applicant.

Policy

Reference checks will only be conducted after an offer of employment has been made to the applicant.

Consent to conduct a reference check will be deemed to be given when the applicant provides written reference information, including contact names and telephone numbers. Questions asked through a reference check will address only bona fide occupational requirements and will be relevant to the vacant position.

Big Brothers Big Sisters of Ajax-Pickering may, at its discretion contact more than one reference.

Reference checks will be conducted by either the immediate supervisor to whom the vacant position reports or a person who was involved in the interview process. Reference checks will not be delegated to junior staff members.

All information obtained by way of a reference check will be used and retained in accordance with current privacy policies. Information obtained through a reference check will not be retained in any format by any department other than the administration office.

Previous Employees

Applicants who were previously employed by **Big Brothers Big Sisters of Ajax-Pickering** will be subject to the same screening procedures as new applicants, including reference checks.

Certificates and credentials

In some circumstances applicants will be required to provide documentation to support qualifications for a position. Required documentation could take the form of degrees, certificates, diplomas or other types of credentials.

Big Brothers Big Sisters of Ajax-Pickering will, at its discretion, verify the legitimacy of any documents submitted by an applicant. Misrepresentation or falsification of any document could disqualify the applicant from the hiring process.

Depending upon the seriousness of any misrepresentation or falsification, **Big Brothers Big Sisters of Ajax-Pickering** may contact any governing body or law enforcement agency to report the misrepresentation or falsification of any document.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	OFFER OF EMPLOYMENT	Policy # 407
This policy applies to	Executives, Managers, Supervisors, Employees	Policy Date September 2008

Source: *Ontario Human Rights Code*
Internal Directives

Policy

All offers of employment will be in writing and shall include the following information:

1. A description of the essential requirements for the position based on the current job description for that position;
2. A potential start date.
3. The salary being offered.
4. The applicable probationary period: *minimum 90 days*
5. The nature of the position ie "contract" position with the potential to become a full-time, permanent part-time, part-time or temporary position.
6. That the offer is conditional upon verification of information provided by the applicant.
7. That the position will be conditional based on the applicant providing the following new information:
 - a. legal status to work in Canada
 - b. driver's licence [where necessary]
 - c. criminal reference check [where necessary]
 - d. other conditions deemed necessary to the position



Big Brothers Big Sisters
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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	CRIMINAL RECORDS CHECKS (NEW EMPLOYEES)	Policy # 408
This policy applies to	Employees, and other paid staff members	Policy September 2008

Source: Ontario Human Rights Act

Purpose

Big Brothers Big Sisters of Ajax-Pickering is responsible for providing a secure and safe environment for all employees, volunteers, clients and visitors to our premises.

A criminal record check searches for records or criminal convictions for which a pardon has not been granted, records of outstanding/pending criminal charges or which the respective police force is aware or can disclose, probations, prohibitions, or other judicial orders in effect.

A police clearance is a mechanism used to evaluate a candidate's suitability for a position where it is determined to be a bona fide occupational requirement.

Big Brothers Big Sisters of Ajax-Pickering will only request a police clearance where the position requires it. The information may be used by **Big Brothers Big Sisters of Ajax-Pickering** to determine the suitability of placing an individual in a secure organizational environment.

Consent to a police clearance certificate

Candidates may be required to obtain and present the results of a criminal record check and/ or a police clearance certificate, to **Big Brothers Big Sisters of Ajax-Pickering**, as a condition of employment.

Payment of fees for Police Clearance certificate

Candidates may apply to the Executive Director of **Big Brothers Big Sisters of Ajax-Pickering** for reimbursement for the costs associated with obtaining the police clearance.

Policy

Where and when required, and to ensure the best possible service to our clients, **Big Brothers Big Sisters of Ajax-Pickering** reserves the right to require an independent security clearance to be performed, on individual applicants upon consent, as a condition of employment..

The security clearance process allows **Big Brothers Big Sisters of Ajax-Pickering** access to the personal information contained in any existing police record, and any personal information contained in the motor vehicle registry file.

Big Brothers Big Sisters of Ajax-Pickering reserves the right to request a criminal records check for any employee who is in a position of trust. A position of trust can be a position dealing with financial matters, a position dealing with children, a position dealing directly with the public, a position wherein an employee is trusted with the property of a client/customer of **Big Brothers**

Big Sisters of Ajax-Pickering or any other position where “trust” is an issue of employment or providing volunteer services.

Big Brothers Big Sisters of Ajax-Pickering will not employ or continue to employ paid staff and/or volunteers who have a criminal record for matters which could in any way relate to their employment or potential employment with BBBSAP.

Persons who have been convicted, or have outstanding charges of a sexual assault will not be permitted serve in any capacity with the agency.

A Criminal Background Check will consist of a document concerning an individual:

- a. that was prepared by a police force or service from national data on the Canadian Police Information Centre (CPIC) database within six (6) months before the day the employer requests the document; and
- b. that contains information concerning the individual's Personal Criminal History.

An Offence Declaration is a written declaration signed by an individual listing all of the individual's convictions for offences under the *Criminal Code* (Canada) up to the date of the declaration:

- a. that are not included in a criminal background check collected by the employer
- b. for which a pardon under Section 4.1 of the *Criminal Records Act* (Canada) has not been issued or granted.

A Personal Criminal History is information on criminal offences for which the individual has been convicted under the *Criminal Code* (Canada) and for which a pardon under Section 4.1 of the *Criminal Records Act* (Canada) has not been issued or granted to the individual.

A **Vulnerable Sector Screening** [Pardoned Sexual Offender Database] is a document concerning an individual:

- a. that was prepared by a police force or service from national data on the Canadian Police Information Centre (CPIC) database and from local police service records, within six (6) months before the day the employer collects the document; and that contains information concerning the individual's personal criminal history and that contains information resulting from a criminal record search of data maintained by the Royal Canadian Mounted Police for sexual offences for which a pardon has been granted or issued.

Offer of Employment

Any offer of employment may be conditional upon satisfactory completion of a criminal record check. Having a criminal record may not necessarily preclude an individual from obtaining employment with **Big Brothers Big Sisters of Ajax-Pickering** but may have an impact on the position offered to the applicant.

Depending on the position applied for, **Big Brothers Big Sisters of Ajax-Pickering** may also request that the applicant provide a Request to Check Pardoned Sexual Offender Database [Vulnerable Sector Screening].

Any costs incurred relating to the application, completion, and submission of a criminal record check, including transportation costs, are the sole responsibility of the prospective employee.

The applicant is responsible for returning the certificate/document to a designated person (The Executive Director) at **Big Brothers Big Sisters of Ajax-Pickering** immediately after it is obtained. If the Criminal Record Check will take more than **10 business days** to complete, it is the applicant's responsibility to provide, or arrange for the provision of official written or verbal documentation from the appropriate police force. Failure to do so will result in the immediate withdrawal of any Offer of Employment.

Information provided on the police clearance will only be used for bona fide hiring purposes and will be reviewed and retained by the Executive Director. The information will not be shared with any other party without the express consent of the applicant.

The Executive Director will review the police clearance certificate with the applicant as it relates to the bona fide occupational requirement for the position.

Possession of a police record does not necessarily preclude an applicant from employment with **Big Brothers Big Sisters of Ajax-Pickering**.

Withdrawal of Offer of Employment

An offer of employment will be withdrawn and become null and void where:

1. the applicant fails to apply for a criminal check within **5 business days** from the date of the original verbal offer of employment;
2. the applicant applies for a criminal check but chooses not to sign for its release or chooses not to provide the results of the criminal record check to the designated person at **Big Brothers Big Sisters of Ajax-Pickering** immediately upon receipt, or within ten business days of the date the verbal offer of employment was made.
 - a. An extension of time may be granted when additional processing time is required and where confirmation from the appropriate police force is provided.
3. the results of the criminal record check indicate that the applicant has not been pardoned for a criminal offense related to their employment,.
 - a. The decision to employ or not to employ rests solely with **Big Brothers Big Sisters of Ajax-Pickering**.

Criminal Background Checks for Current Employees

When necessary and where required to do so, a current employee may be requested to provide a Criminal Background Check. In such instances, the cost of obtaining the Criminal Background

Check or Vulnerable Sector Screening will be borne by the **Big Brothers Big Sisters of Ajax-Pickering**.

Failure to provide a Criminal Background check – current employees

Failure to comply with a reasonable request to provide a Criminal Background Check will result in a suspension without pay until such time as the employee can satisfy the employer that the request was not bona fide or complies with the request.

Employees and volunteers who fail to provide a signed Offence Declaration form by the date prescribed may be suspended without pay until the form is submitted.

Upon provision of a satisfactory Criminal Background Check the employee will be re-instated to their previous position and all accrued pay from the date of suspension will be paid on the next regular pay period.

Retention of Information

The employer shall retain an original or a true copy taken from the original criminal background check.

Completed criminal background checks and offence declarations will be filed separately from the personnel file in a secure location and will not be accessible to any individual except the Executive Director without the consent of the employee.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	DRIVER'S LICENSE	Policy # 409
This policy applies to	Employees, and other paid staff members	Policy September 2008

*Source: Ontario Ministry of Transportation
Motor Vehicle Insurance Act
Ontario Human Rights Code*

Purpose

Some positions at **Big Brothers Big Sisters of Ajax-Pickering** require that an employee have a current, valid driver's license.

As an employer, **Big Brothers Big Sisters of Ajax-Pickering** is required by law to confirm that an individual has a valid driver's license before being permitted to drive any vehicle on behalf of **Big Brothers Big Sisters of Ajax-Pickering**.

Policy

A driver's license contains personal information about an individual such as age and restrictions due to a recognized disability. It is not the policy of **Big Brothers Big Sisters of Ajax-Pickering** to request verification of a driver's license prior to an offer of employment being made.

Big Brothers Big Sisters of Ajax-Pickering will identify the jobs for which driving is an essential requirement and will identify this requirement in the job description

Previous Employees

Applicants who were previously employed by **Big Brothers Big Sisters of Ajax-Pickering** will be subject to the same screening procedures as new applicants, including verification of a valid driver's license when necessary.

Medical Certificate to verify driving ability

Employees who perform driving duties are required to be physically and mentally fit to perform each task. On occasion it may become necessary for **Big Brothers Big Sisters of Ajax-Pickering** to request that an employee produce a doctor's certificate verifying that the employee is capable of performing all driving tasks in a safe and risk free manner.

Any employee who is not able to produce a medical certificate stating that they are physically and mentally able to drive may be offered a different position if an alternate position is available. This position may not be at the same rate of pay as the position for which the individual was originally hired. Refusal to accept the alternate position will be interpreted as a voluntary resignation.

Any employee who is requested to produce a medical certificate to confirm fitness to drive and who refuses to do so will be terminated for cause based on insubordination.

Poor Driving History

Applicants for positions which require the operation of a motor vehicle under the control of **Big Brothers Big Sisters of Ajax-Pickering** and who have a poor driving record including more than one charge for speeding, suspension of license for any reason, and any charges which resulted in personal injury and/or property damage will be disqualified from any position with **Big Brothers Big Sisters of Ajax-Pickering** which requires the operation of a motor vehicle.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	PROBATIONARY PERIOD	Policy # 410
This policy applies to	Employees, and other paid staff members	Policy September 2008

Source: Employment Standards Act, R.S.O. 2000

Purpose

New employees at **Big Brothers Big Sisters of Ajax-Pickering** are required to commence employment on a probationary basis.

The probationary period is used to evaluate an employee's job performance in the role for which they were hired to perform at **Big Brothers Big Sisters of Ajax-Pickering**.

At any time during the probationary period the employee or the employer may terminate the employment agreement without penalty.

Notification at time of hire

At the time of hire, employees will be advised in writing of the start date and anticipated completion date of the probationary period.

The written notification will be acknowledged in writing by the employee and placed in the employee's personnel file

Probationary Period

New employees are considered to be probationary employees for a minimum of 90 days from the initial date of employment and are to be advised that:

- Employment benefits are not available to probationary employees
- Vacation/holiday time is not accrued during the probationary employment
- Vacation/holiday pay will be paid in accordance with Ontario Employment Standards during the probationary employment
- No paid sick leave will be recognized during the probationary employment
- Emergency Leave and Family Medical Leave will be available to probationary employees in accordance with current legislation
- Termination pay is not payable to the probationary employee at the end of the initial 90 day probationary period or if the employment is terminated

- Upon completion of the initial 90 day probationary period the employer reserves the right to extend the initial probationary period up to an additional 90 days, or:
 - Offer the probationary employee a contract position
 - Offer the probationary employee a full-time position
 - Offer the probationary employee a part-time position
 - Offer the probationary employee a temporary position
 - Terminate the employment

Extending the Probationary Period

The probationary period may be extended to a maximum of 180 days at the employer's discretion.

An extended probationary period may be required for positions requiring specific expertise or for employee development.

Employees will be advised in writing, of the extension of the probationary period during the initial 90 day probationary period.

The decision to extend must be with the approval of the Executive Director and one executive member of the board of directors.

The employee may be terminated at any point during their probationary period.

During the extended probationary period:

- Employment benefits will not be available to the probationary employee.
- Vacation/holiday time will not be accrued as "time off" but will be paid in accordance with Ontario Employment Standards.
- One [1] day of paid sick leave will be permitted.
- Emergency Leave and Family Medical Leave will be available to probationary employees in accordance with current legislation.
- Termination pay may be payable to the probationary employee at the end of the extended probationary employment or if the employment is terminated at any time during this extended 90 day period.
- Upon the satisfactory completion of the extended probationary period the employer may:
 - Offer the probationary employee a contract position
 - Offer the probationary employee a full-time position
 - Offer the probationary employee a part-time position
 - Offer the probationary employee a temporary position
 - Terminate the employment.

Employee who decides not to accept extension of Probationary Employment

An employee who does not agree to extend the probationary will be deemed to have voluntarily terminated their employment.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	SOCIAL INSURANCE NUMBER	Policy # 411
This policy applies to	Executives, Board of Directors, Employees, Volunteers	Policy Date September 2008

Source: *Human Resources Development Canada*
Canada Customs and Revenue Agency
Immigration and Citizenship Canada
Privacy of Information and Electronic Documents Act
Ontario Human Rights Code

Purpose

The Federal Government of Canada permits employers to ask for and obtain verification of an employee's or individual's Social Insurance Number for employment purposes.

Policy

An individual will be requested to provide their Social Insurance Number when an offer of employment is made.

Individuals are required by law to produce their SIN card to an employer within 3 days of the start of employment

In the event that a SIN begins with the digit 9 an employee or potential employee will be asked to produce a valid Work Permit issued by Citizenship and Immigration Canada

If an employee cannot produce a valid SIN Card or Work Permit within 6 days of being hired, **Big Brothers Big Sisters of Ajax-Pickering** is required by law to report the matter to Human Resources Development Canada.

If an employee is not able or willing to provide a valid Work Permit within the 6 day time frame, he or she will be suspended without pay until such time as **Big Brothers Big Sisters of Ajax-Pickering** is satisfied that the individual is legally permitted to work in Canada.

Previous Employees

Applicants who were previously employed by **Big Brothers Big Sisters of Ajax-Pickering** will be subject to the same screening procedures as new applicants, including reference checks and a request to verify their Social Insurance Number.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	EMPLOYEE ORIENTATION	Policy # 412
This policy applies to	Executives, Board of Directors, Employees, Volunteers	Policy Date September 2008

Source: *Ontario Human Rights Act*
Occupational Health and Safety Act, R.S.O. 1990

Purpose

Orientation is an ongoing process beginning on the first day of employment and continuing as needed throughout the individual's employment with **Big Brothers Big Sisters of Ajax-Pickering**.

Big Brothers Big Sisters of Ajax-Pickering's orientation program is geared to assist new employees in gaining an understanding of the company, its values and the work culture. The orientation program has been developed to encourage commitment to our organization.

The primary purpose of **Big Brothers Big Sisters of Ajax-Pickering's** orientation program is to make the transition to employment with **Big Brothers Big Sisters of Ajax-Pickering** as smooth and as positive as possible. **Big Brothers Big Sisters of Ajax-Pickering's** wants a new employee to be fully informed about his/her new job and the workplace

Effective orientation plays a significant role in getting new employees off to a good start during their first weeks on a new job, and enables them to become productive members of their new work teams.

Policy

The initial responsibility for employee orientation rests with the department leader. Orientation provides the basic information new employees need to understand the overall environment in which they work, and the objectives of **Big Brothers Big Sisters of Ajax-Pickering**.

Initial orientation is required to begin on the first day of employment and is to be completed within 90 days of employment.

Department Responsibilities

Department leaders are required to:

1. provide new employees with orientation specific to their workplace
2. provide new employees with the following necessary information
 - a. hours of work and shifts
 - b. rate of pay

- c. meal breaks / regular breaks
- d. location of lunch room, bathroom, smoking area, parking area
- e. reporting of:
 - i. being late
 - ii. being absent
 - iii. sick leave
 - iv. other absences
- 3. introduce the new employee to their mentor
- 4. provide job specific on-the-job training
- 5. provide targets for specific assignments and goals
- 6. explain the importance of good behaviour and conduct
- 7. provide the new employee with a written copy of their job description and discuss it with the employee
- 8. explain the requirements of Health & Safety in the workplace, in particular the operation of any equipment the employee will be working with
- 9. explain how to complete necessary records and reports, including time-cards if and where required
- 10. explain the importance of maintaining confidentiality
- 11. explain performance expectations
- 12. explain the probationary period and the probationary review
- 13. provide job specific health and safety training

New Employee Responsibilities

All new employees are required to:

- 1. participate in the orientation process
- 2. actively seek information to enhance their work process

Job specific orientation

Orientation is provided at the department level to help new employees understand his/her job specific and department specific expectations.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	HOURS OF WORK	Policy # 413
This policy applies to	Executives, Board of Directors, Employees, Volunteers	Policy Date September 2008

Source: Employment Standards Act

Purpose

To provide the best possible service to our clients **Big Brothers Big Sisters of Ajax-Pickering** has established a program of specific hours of operation.

Policy

Big Brothers Big Sisters of Ajax-Pickering has established regular office hours of:

Monday – Friday 9:00 a.m. to 3:00 p.m.

Amendments to office hours can only be made on the recommendation of the Governance and Finance Committee and with the approval of the Board of Directors.

- Administrative Coordinator: required to work during the established regular office hours.
- Executive Director: required to work on a flexible basis to meet the needs of the agency.
- Case Workers: required to work on a flexible basis to meet the needs of the agency, clients and volunteers.

Additional hours

As the agency is often required to provide services on an irregular basis additional hours of work may be required to accommodate the needs of clients. When an employee is required to work additional hours, they shall be compensated as follows:

- i) Staff will receive compensatory time off for hours of overtime worked from regular work hours to 44 hours per week. The employer will pay the employee the accumulated lieu time at their discretion. Any additional hours worked above and beyond 44 hours per week shall be paid at time and one half the regular rate.
- ii) Permanent full time employees on flextime will flex their hours on a biweekly basis.
- iii) Lieu time off shall be taken at a time mutually agreed upon by the employee and the Executive Director.

Time Free from Work

- A minimum of eleven [11] hours will be free from work during each scheduled work shift.
- Each employee is entitled to a minimum of 24 consecutive hours free from work in each work week.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	RETIREMENT PENSION BENEFITS	Policy # 414.03
This policy applies to Executives, Board of Directors, Employees, Volunteers		Policy Date September 2008

Source: Internal

Big Brothers Big Sisters of Ajax-Pickering recognizes the importance of maintaining the dignity of its employees in retirement.

In lieu of establishing a pension retirement plan, **Big Brothers Big Sisters of Ajax-Pickering** will contribute five percent (5%) to a Registered Retirement Savings Plan. Contributions will be based on the current year's salary.

The employer's contribution of five percent (5%) will be calculated and paid based on the gross salary earned in the previous calendar year (January 1 to December 31).

Big Brothers Big Sisters of Ajax-Pickering will endeavour to pay the employer's contribution on a quarterly basis. Payments will be made directly to the employee's bank, trust company or other financial institution as directed by the employee.

Employees of **Big Brothers Big Sisters of Ajax-Pickering** who have been employed on a continuous basis for no less than 36 consecutive months will be eligible for the five percent employer's contribution.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	RATES OF PAY	Policy # 414
This policy applies to Executives, Board of Directors, Employees		Policy Date September 2008

Source: Employment Standards Act

Purpose

Big Brothers Big Sisters of Ajax-Pickering recognizes the importance of the contributions of its employees and will pay for work performed according to industry standards.

Rates of pay are established by the responsibilities of each job in the organization.

Policy

The starting rate of pay for new employees will be set by the Executive Director and the Governance & Finance Committee. The rate will be based on the responsibility of the job performed.

One of the purposes of conducting an annual performance evaluation is to assist in determining employee salaries.

On an annual basis salaries shall be reviewed by the Governance & Finance Committee and recommendations for salary adjustments will be brought forward for approval by the Board of Directors.

The agency shall have salary ranges for each position. The salary ranges will be reviewed annually and will be subject to update by the Governance & Finance Committee.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	BENEFITS	Policy # 414.02
This policy applies to Executives, Board of Directors, Employees, Volunteers		Policy Date September 2008

Source: Internal and Benefits provider

Purpose

Big Brothers Big Sisters of Ajax-Pickering is able to offer a limited employee benefit plan.

The benefit program is beneficial to both employees and the employer as it provides critical health and welfare supports to employees when faced with unexpected expenditures.

Policy

Eligibility requirements

Eligibility for participation in the benefit plan is restricted to employees who work no less than twenty-five (25) hours in each work week.

Probationary employees are not eligible to participate in benefit plans.

Contract employees are not eligible to participate in benefit plans.

Principles of the Benefit Program

The **Big Brothers Big Sisters of Ajax-Pickering** benefit program provides:

- support for the attraction and retention of skilled and qualified employees
- a focus on the health and well-being of employees
- critical supports to employees when they are unable to work

Available Employee Benefits

Employee benefits and plans may be changed, amended, suspended or cancelled at any time by the service provider or by **Big Brothers Big Sisters of Ajax-Pickering**.

Restrictions and limits may apply to some employee benefits. Prior to accessing benefits, consult the Administrator for current available coverage.

Benefits may include:

1. Life and Accidental Death & Dismemberment
2. Medical Care

3. Dependent life insurance
4. Long-term disability benefits
5. Supplementary dental and health care

Workers over the age of 65 years of age

Under the Ontario Human Rights Code, employees who remain in the workforce after their 65th birthday may not be eligible for coverage under **Big Brothers Big Sisters of Ajax-Pickering's** benefit plans unless the plan carrier indicates a separate retirement date.

Refer to the benefit carrier information package to determine if you are covered.

Premiums

Big Brothers Big Sisters of Ajax-Pickering pays 100% of premiums for Group Life, Accidental Death and Dismemberment and Long-term Disability premiums for eligible employees.

Effective February 9, 1998, Dependent Life Insurance became available to eligible employees.

Note: *Long-term disability must initially be paid by employee to be eligible for the disability.*

Supplementary Health and Dental Care premiums will be paid on a 100% basis with eligible employees.

Benefit Plan Amendments

Big Brothers Big Sisters of Ajax-Pickering reserves the right to change or amend any employee benefit plan without consultation or notification to employees who are covered under the plan.

Big Brothers Big Sisters of Ajax-Pickering reserves the right to suspend or cancel any employee benefit plan, or any portion of an existing benefit plan, with 30 calendar days of written notice to the employees covered under the benefit plan.

Interpretation

In the event of a discrepancy, or misunderstanding of any of the terms in an employee benefit plan, the interpretation of the benefit carrier shall prevail.

Termination of Benefit Coverage

Employee benefit coverage may be terminated for any of the following conditions:

1. **Big Brothers Big Sisters of Ajax-Pickering** elects to discontinue employee benefits
2. Dependents reach the age of majority or no longer reside with the parents
3. Employee voluntarily terminates his or her employment
4. Employee retires or reaches the benefit retirement threshold
5. Employee is discharged

WSIB

Employees are not permitted to simultaneously receive benefits from a benefit plan and the WSIB.

Availability of Benefits

Availability of various benefits will be determined on an individual basis



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Policy Manual

Policy Section EMPLOYMENT POLICIES	Policy Section # 4
Policy Name SPECIAL MEDICAL MEALS AND BREAKS	Policy # 415.01
This policy applies to Executives, Board of Directors, Employees, Volunteers	Policy Date September 2008

Source: Ontario Human Rights Code

Medical Needs

BBSAP recognizes that some employees may require breaks at specific times to accommodate individual medical requirements. BBS will accommodate such requests where required by applicable legislation

If the employee requires breaks for valid and supportable medical needs you are required to make your request in writing to the ED or to a designated alternative, identifying the reason for the special break times.

The President, or the designated alternative, will advise your supervisor of your requirement for accommodation but will not identify the medical reason for the accommodation.

Your medical condition will be kept confidential.

Employees who require time to meet medical needs must utilize the available meal and break time prior to making a request for special accommodation.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	MEALS AND BREAKS	Policy # 415
This policy applies to	Executives, Board of Directors, Employees,	Policy Date September 2008

Source: Employment Standards Act, R.S.O. 2000

Meals and breaks may only be taken by staff and managers at the assigned times, but no later than five hours after the commencement of any shift.

Changes to a scheduled meal break may only be taken with the approval of the team leader.

Meal Break [unpaid]

Administrative staff are permitted to take an unpaid, one hour meal break during each eight hour shift. Meal breaks are not required to be scheduled prior to the completion of five hours of consecutive hours of work.

Breaks

Each employee is permitted two paid 15 minute breaks during each eight hour work shift. One break is to be taken during the first half of the scheduled shift and the second break may be taken during the second half of the scheduled work shift.

Permitted "break time" may not be combined and may not be used for any other purpose. "Break time" may not be banked and used for extended meal breaks, sick leave, vacation time, or any other purpose.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	RELIGIOUS OBSERVANCES	Policy # 416
This policy applies to	Executives, Board of Directors, Employees, Volunteers	Policy Date September 2008

Source: *Ontario Human Rights Code*

Religious Observances

BBBS recognizes different religions may require that their followers participate in prayer or other means of worship at certain times of the day, and that at times these requirements may not be harmonious with regularly scheduled work hours or assigned breaks.

If, for specific religious reasons, an employee requires special break periods, the individual is required to make the request in writing and provide evidence that the request is a bona fide religious requirement.

As required by law, BBBS will provide religious accommodation upon presentation of a valid religious request, to the point of undo hardship. Such accommodation will be unpaid, however employees may be eligible to use available vacation upon request.

Special religious breaks will be counted as regular meal or break times BBS. is not required by law to provide time exceeding the regular permitted time for meals and scheduled breaks.

Individuals requiring breaks for religious reasons are reminded that the time taken to meet their specific needs is not in addition to regular break and meals.

In the event that the allowable time is not adequate to meet specific religious requirements, the employee will be required to "make up" the time lost, or may be required to make-up the time through unpaid over-time equal to the time taken for religious observances.

Purpose

Big Brothers Big Sisters of Ajax-Pickering recognizes that every person has the right to be free from discriminatory or harassing behaviour that is based on religion or which arises because the person who is the target of the behaviour does not share the same faith.

Atheists and Agnostics

This policy extends to situations where the person who is the target of such behaviour has no religious beliefs whatsoever, including atheists and agnostics.

Personal Religious Beliefs

BBBS prohibits the imposition of personal religious beliefs and messages onto others in the workplace.

Under human rights legislation individuals:

- are not required to disclose their religious beliefs when applying for a job
- employees are required to advise their supervisor or boss about their religious practices and observances where accommodation based on religious practices is requested
- employees are required to make a written requests for special religious needs to be met
- employees are required to be flexible about alternatives to their special religious observances

Creed does *not* include secular, moral or ethical beliefs or political convictions. "Creed" is defined subjectively. Canadian legislation protects personal religious beliefs, practices or observances, even if they are not essential elements of the creed, provided they are sincerely held.

Religion is broadly accepted to include non-deistic bodies of faith, such as the spiritual faiths/practices of aboriginal cultures, as well as bona fide newer religions

Restrictions to this Policy

This policy does not extend to religions that incite hatred or violence against other individuals or groups, or to practice observances that purport to have a religious basis but which contravene either Canadian or international human rights standards and/ or criminal law.

Interpretations

The existence of religious beliefs and practices are both necessary and sufficient to the meaning of creed, if the beliefs and practices are sincerely held and/or observed.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	LATE ATTENDANCE	Policy # 417.01
This policy applies to Executives, Board of Directors, Employees, Volunteers		Policy Date September 2008

Policy

Employees are required to telephone, and speak with their supervisor or the Executive Director as soon as they become aware that they may be late for their scheduled shift.

Voice mail message, text messages, and email notification are not considered to be appropriate or acceptable methods of notification.

An employee who anticipates that s/he will be late for their scheduled shift is required to:

1. provide the reason for being late
2. the expected time of arrival
3. make up the time

Reduction to pay

Employees who arrive late for their scheduled shift may have their pay reduced in 15 minute increments for the time of lateness.

Disciplinary Action

Any employee who has a pattern of persistent lateness will be subject to disciplinary action.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	ATTENDANCE REQUIREMENTS	Policy # 417
This policy applies to Executives, Board of Directors, Employees, Volunteers		Policy Date September 2008

Source: Ontario Human Rights Code, Employment Standards Act, R.S.O. 2000, Personal Health Information Protection Act

Policy Statement

Big Brothers Big Sisters of Ajax-Pickering expects all employees to attend, and commence work as scheduled to enable it to meet ongoing objectives and targets and to ensure the long term success and viability of the agency.

Policy

In exchange for the agreed upon wages and benefits, all employees are required to maintain regular and reliable attendance in order to maintain an attendance record satisfactory to the **Big Brothers Big Sisters of Ajax-Pickering**.

BBS understands that absences may occur for a variety of reasons, but when there is a consistent pattern of an employee being “late” or “absent” identified, the employer will initiate a program of progressive disciplinary action ranging from an attendance management program up to and including termination for cause.

What is a job absence?

A job absence is the failure of an employee to report for work at the scheduled time regardless of whether or not such failure to report was excused. There are two types of absenteeism:

Culpable Absenteeism includes

- absence without leave
- abuse of a granted leave of absence
- failure to notify your supervisor of your absence
- absences where a request for medical documentation are unfulfilled
- lying about the reason for the absence
- leaving early without authorization

Non-culpable absenteeism is a failure to attend work due to circumstances beyond the control of the employee due to:

- illness
- accidents
- emergencies



Big Brothers Big Sisters
of Ajax-Pickering

Manual

Policy

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	SICK LEAVE	Policy # 418
This policy applies to Executives, Board of Directors, Employees, Volunteers		Policy Date September 2008

Reference: Ontario Human Rights Code

Purpose

Big Brothers Big Sisters of Ajax-Pickering recognizes that employees become ill and require time away from work. This purpose of this policy is to set guidelines for employee sick leave.

Employee responsible to Notify Employer when taking Sick Leave

Any employee who requires time away from work due to illness must notify his or her supervisor or the Executive Director within one hour of their scheduled start time. Employees are required to speak directly with their supervisor, or the Executive Director.

Invalid notice of Absence

Any absence due to illness which is reported to a co-worker will not be considered as a valid notice of absence.

Voice Mail messages are not considered to be valid notice of absence

E-mail messages are not considered to be valid notice of absence

Medical Certificate

An employee who takes three [3] or more consecutive sick days is required to provide a medical certificate identifying that he or she is under a doctor's care and when he or she is expected to return to work..

The medical certificate is to be provided and signed by a qualified physician or other recognized health practitioner.

On occasion, the employer may require additional medical information and any employee claiming an extended period of sick leave will be required to provide authorization to the employer for the purpose of obtaining additional, supporting medical evidence.

Extended Absence (any absence of 10 work shifts or more)

A supervisor will maintain regular contact with the worker through weekly phone calls asking that up-to-date medical information be forwarded to the office manager to provide on-going monitoring of the worker's absence and prognosis for returning to work.

Employee's Responsibilities

An employee who is absent due to a verifiable medical reason is required to maintain contact with their supervisor and to provide additional medical certificates as required.

It is the employee's responsibility to report to his or her supervisor, or any other designated individual, the prognosis for their return to work.

Prior to returning to work, an employee is required to have their doctor or other medical practitioner provide a medical certificate indicating their fitness to resume the duties of their regular job, or detailed information as to necessary workplace accommodation.

Accommodation:

When an employee requires workplace accommodation, they will not be permitted to resume their duties until such time as an accommodation plan which satisfies medical requirements can be put into place.

An accommodation plan may require correspondence and/or consultation with the treating physician prior to implementation of a return-to-work program.

The employee is required to co-operate fully with a return-to-work program and accommodation.

It is important for each employee to understand that the type and extent of accommodation is at the discretion of the employer. Accommodation will be determined by factors directly affecting the workplace and not the 'desired' position of the employee.

Work related events

When an illness is prolonged, and where the employee has indicated a desire to return to work, Big Brothers Big Sisters of Ajax-Pickering may, at its discretion, require the employee to attend special workplace events such as departmental meetings, health and safety meetings, special training, etc.

The employee will be paid for their attendance at work-related events.

Unclaimed Sick Leave

An employee who voluntarily terminates his or her employment with **Big Brothers Big Sisters of Ajax-Pickering** will not be entitled to any unused sick leave as part of the termination pay-out.



Big Brothers Big Sisters
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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	MEDICAL CERTIFICATES	Policy # 418.01
This policy applies to	Executives, Board of Directors, Employees, Volunteers	Policy Date September 2008

Source: Ontario Human Rights Code
Personal Health Information Privacy Act

Purpose

In all cases of absence due to illness, **Big Brothers Big Sisters of Ajax-Pickering** will require medical evidence to support an absence of three [3] or more consecutive work days.

Policy

A medical certificate can only be supplied by a provincially licensed health care practitioner.

A medical certificate or note to support an absence is must include the following:

1. verify the time of absence from work due to injury or illness
2. verify that the absence is medically necessary
3. set out a date when you will be medically capable of returning to work
4. set out any work related restrictions or limitations

Any medical certificate which does not meet the above criteria will be considered as invalid.

Prolonged absence due to illness

When an illness or injury is expected to be prolonged, and will extend for a period of time of ten [10] or more consecutive work shifts, an employee may be required to provide a more detailed medical report explanation of the reason for the medical absence.

When an illness or injury is prolonged the employee will be requested to provide the employer with a signed and dated waiver which will permit the employer, or the employer's representative, to obtain additional medical information about the expected duration of the illness, the prognosis for full recovery, if and when the employee will be able to resume their duties, and if the employee is capable of performing any modified duties.

In the event an employee is expected to be able to resume his or her normal duties they are required to notify the Executive Director as soon as possible.

Any modification of work duties will be at the discretion of the Executive Director.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	LEAVE OF ABSENCE	Policy # 418.02
This policy applies to Executives, Board of Directors, Employees, Volunteers		Policy Date September 2008

Purpose

The purpose of this policy is to provide a framework within which employees may request time away from work for a variety of reasons.

This policy applies to all full-time, part-time and probationary employees.

Policy

A Leave of Absence may be approved for any of the following reasons:

1. Time in excess of Emergency Leave
2. Family emergency
3. Personal emergency
4. Education
5. Military Service
6. Emergency Response – volunteer services
7. Auxiliary police services
8. Volunteer fire fighting
9. Other valid and verifiable reasons
10. Jury selection

When an employee finds that it is necessary to take an extended period of time away from work for personal reasons the following procedure must be followed:

1. A Leave of Absence must be requested prior to the leave commencement date
2. The request must be made in writing and given to the Executive Director no less than 72 hours [3 days] prior to the start of the Leave of Absence
3. Reasons for the requested Leave of Absence must be provided, as well as documentation to support the reason for the requested leave.
4. An employee may elect to take a Leave of Absence or Emergency Leave
5. The Leave of Absence may not be taken until approved by the Executive Director.
6. All Leaves of Absence are taken without pay

* Approval of unpaid leaves of absences beyond legislative allowances will be granted at the sole discretion of the Executive Director

Limits to Leaves of Absence

A Leave of Absence will not be granted for the following reasons:

1. Employment by a different employer
2. Incarceration
3. Extended vacations
4. More than one Leave of Absence in any calendar year

Benefits during an approved leave of absence

Paid benefits may be carried for a period of no more than 30 calendar days during an approved Leave of Absence with the exception of pregnancy leave.

An employee who wishes to maintain benefits during an extended Leave of Absence will be responsible for the payment of 100% of the premiums during the time of the Leave of Absence.

Benefits may only be continued with the express consent of the benefit carrier. **Big Brothers Big Sisters of Ajax-Pickering** is not able to make the determination for the continuation of benefits during any extended Leave of Absence.



Big Brothers Big Sisters
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Policy Manual

Policy Section EMPLOYMENT POLICIES	Policy Section # 4
Policy Name RETURN TO WORK AFTER MEDICAL LEAVE	Policy # 418.03
This policy applies to Executives, Board of Directors, Employees, Volunteers	Policy Date September 2008

Policy

An employee who will return to work after any absence is required to notify their supervisor at least one shift prior to their planned return to work and may be required to submit medical information in order to ensure the employee's fitness for duty.

Accommodation Requirement

When an employee requires accommodation to facilitate their early and safe return to work, the employee is required to notify their team leader and department manager at least two scheduled work days prior to their planned return to work.

An employee who requires workplace accommodation **will not be permitted to return to work** until:

1. they provide evidence that their health care provider supports their return to work
2. the health care provider supplies a functional abilities report
3. the employee fully co-operates in the development of a return to work plan
4. the employee agrees to, and signs the return to work plan



Big Brothers Big Sisters
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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	WSIB – WORPLACE SAFETY AND INSURANCE BOARD CLAIMS	Policy # 418.03
This policy applies to Executives, Board of Directors, Employees, Volunteers		Policy Date September 2008

Source: *Workplace Safety and Insurance Act*

All employees of **Big Brothers Big Sisters of Ajax-Pickering** who are employed in the province of Ontario are covered by the provisions of the Workplace Safety and Insurance Act (WSIA) for an injury or an industrial disease resulting from their employment.

Policy

Any employee who sustains an injury while in the course of their employment must immediately report the injury to their supervisor or to the Executive Director.

Injuries requiring only on-site first aid treatment

For minor injuries, the employee should immediately seek first aid attention then notify their supervisor or the Executive Director.

Injuries requiring medical attention

For any injury requiring immediate medical attention other than first aid, the employee must attend at the emergency department of the nearest hospital. Every effort should be made for a supervisor or manager to attend the emergency department with the injured worker.

Notification of next-of-kin or other designated person.

When an injured employee is transported to a hospital or other health care facility, the Executive Director or a designated alternate is required to immediately contact a designated family member or other contact person as directed by the worker. The employee is responsible for keeping records up to date.

Internal Incident – Accident Report

The supervisor or manager is responsible for completing the internal Incident – Accident Report Form.

If the supervisor or a manager has any reason to question the validity of the accident/injury as reported, this information is to be documented on the Incident – Accident Report Form.

Workplace Safety and Insurance Board Form 7 – Accident Report

Immediately after the Incident – Accident Report Form has been completed the supervisor or manager must complete the Workplace Safety and Insurance Board Form 7, Accident Report.

Form 7 must be filed within 3 days of the date of the injury.

Approval or denial of benefits

Only the Workplace Safety and Insurance Board is able to approve the payment of benefits.

Vacation and paid holidays

Vacation and paid holiday credits will not accrue during the time an injured worker is receiving WSIB disability benefits.

Worker's Responsibilities

The injured worker is required to maintain weekly contact with their immediate supervisor or the Executive Director.

Confirmation of need for absence

Big Brothers Big Sisters of Ajax-Pickering will, on a regular basis, request an injured employee's treating health care practitioner to complete Functional Ability Assessment Reports for the purpose of providing Early and Safe Return to Work initiatives as required by the WSIB.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	PREGNANCY	Policy # 419
This policy applies to Executives, Board of Directors, Employees, Volunteers		Policy Date September 2008

Source: *Ontario Human Rights Code, 1995*

Employment Standards Act, R.S.O. 2000

Occupational Health and Safety Act, R.S.O. 1990 S 25(2)(h), S 27(2)(c)

S 25 (2)(h) The employer shall take every precaution reasonable in the circumstances for the protection of a worker.

S 27 (2)(c) The supervisor shall take every precaution reasonable in the circumstances for the protection of the worker.

Purpose

Big Brothers Big Sisters of Ajax-Pickering respects the rights of pregnant women to continue to participate in the workplace. **Big Brothers Big Sisters of Ajax-Pickering** is committed to accommodating pregnant and nursing employees.

The Ministry of Labour interprets workplace conditions that are “likely to endanger” a pregnant worker as those conditions that present a “real or significant possibility” of harm.

Sometimes there are special needs because of becoming pregnant or actual pregnancy. Under human rights legislation employers are required to accommodate the special needs of pregnant women. Special needs may also arise from:

- difficulties from pregnancy or childbirth
- miscarriage
- abortion
- fertility treatments
- recovery from childbirth or stillbirth
- bereavement

A “susceptible pregnant worker” is required to provide medical substantiation to the employer that she would be adversely affected by workplace conditions

Exceptions permitted

The law permits exceptions to accommodation because of pregnancy if the accommodation is too expensive, too difficult or if it creates a health and safety hazard.

Policy

Big Brothers Big Sisters of Ajax-Pickering will grant a leave-of-absence without pay to a pregnant employee who has worked at least thirteen [13] weeks before the expected birth date.

The leave-of-absence shall be in accordance with the provisions of the Employment Standards Act, R.S.O. 2000

Entitlements during pregnancy leave

During the pregnancy leave the employee shall:

- a) be entitled to have benefits plan coverage continue
- b) be entitled to the accrual of earned vacation pay
- c) continue to accrue seniority

On return from Pregnancy Leave the employee shall be assigned to her former position without penalty.

Accommodation during pregnancy

Workplace accommodation during pregnancy will only be provided on the direct instruction of the employee’s treating physician, and where possible.

**GUIDELINES FOR THE CONTINUATION OF VARIOUS TASKS
DURING NORMAL PREGNANCY**

Job Tasks	Continue until weeks of gestation
SITTING AND LIGHT TASKS	
Prolonged more than four hours	40
Intermittent	40
STANDING	
Prolonged more than four hours	24
Intermittent at more than 30 minutes per hour	32
Intermittent at less than 30 minutes per hour	40
STOOPING AND BENDING BELOW KNEE LEVEL	
Repetitive at more than 10 times per hour	
Intermittent at 20-22 times per hour	20
Intermittent at less than two times per hour	28
	40
CLIMBING VERTICAL LADDERS AND POLES	
Repetitive at four or more times per eight hour shift	20
Intermittent at less than four times per eight hour shift	28
STAIRS	
Repetitive at four or more times per eight hour shift	28
Intermittent at less than four times per eight hour shift	40
LIFTING	
Repetitive at less than 11kg (25 pounds)	40
Repetitive at 11 to 23 kg (25 to 50 pounds)	24
Repetitive at more than 23 kg (50 pounds)	20
Intermittent at less than 11 kg (25 pounds)	40
Intermittent at 11 kg to 23 kg (25 to 50 pounds)	40
Intermittent at more than 23 kg (50 pounds)	30



Big Brothers Big Sisters
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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	MATERNITY / PARENTAL LEAVE	Policy # 419.01
This policy applies to	Policy Date September 2008	
Executives, Board of Directors, Employees, Volunteers		

Source: Ontario Human Rights Code
Employment Standards Act R.S.O. 2000
Employment Insurance Act

Purpose

BBBSAP fosters an environment where employees who choose to have a family can be both employees and good parents.

Maternity leave is granted to birth and adoptive mothers and may be divided into the following phases:

- a health related portion which is intended to cover the period of time associated with pregnancy and childbirth,
- a period of time intended to help meet the demands of the infant or adopted child and to provide time for nurturing, bonding and other child rearing functions.

Policy

Maternity leave may be unpaid or paid. Paid leave can be total or partial, and payment may be available from sources such as Employment Insurance, or a private insurance program..

Employee's Notice to Commence Maternity Leave:

An employee must provide **BBS** with at least 6 weeks' written notice of the date she will commence her maternity leave.

The employee is entitled to start her leave on the date specified.

If requested by the employer, an employee must provide a medical certificate certifying that she is pregnant and estimating the delivery date.

If the employee fails to give the required notice she is still entitled to maternity leave if, within 2 weeks after she ceases to work, she provides her employer with a medical certificate stating that she is not able to work because of a medical condition arising from the pregnancy and giving the estimated or actual delivery date.

Employees must also advise their employers if they intend to share parental leave.

Employer's Notice to Commence Maternity Leave:

If an employee's pregnancy interferes with the performance of her duties, **BBBS** may give the employee written notice requiring her to start maternity leave any time within the 12 week period before the estimated delivery date.

Available Maternity and/or Parental Leave

A birth mother may take maternity leave and some or all of the 37 weeks parental leave.

The following illustrate only some of the options for eligible employees:

1. The birth mother takes 52 consecutive weeks of total leave (15 weeks maternity leave; 37 weeks parental leave). In this instance, the other parent would not be able to take any parental leave as combined parental leave cannot exceed 37 weeks.
2. The birth mother takes 2 weeks maternity leave prior to delivery and 13 weeks leave after delivery of her child. The other parent takes 37 weeks of parental leave immediately after the baby is born.

In this case, both parents would be at home with the child for 13 weeks with the birth mother then returning to work and the other parent staying at home with the child for a further 12 consecutive weeks.
3. The birth mother takes 15 weeks maternity leave and then 10 weeks parental leave, resulting in 25 consecutive weeks of total leave for the birth mother.

The other parent, after the birth mother's parental leave is finished, commences 27 consecutive weeks of parental leave.

The total combined parental leave is 37 weeks within a 52 week period.

Adoptive Parents

Adoptive parents decide to split their parental leave 50/50 and take it at different times. They are each entitled to take 18 ½ consecutive weeks at any time 52 weeks after the child has been placed.

Parents who work for the same employer

Parents, who work for the same employer, and who want to share their parental leave at the same time will not be permitted to do so.

BBBS is not required to grant this type of request. The parents will have to decide whether they only wanted one parent to take the entire 37 consecutive weeks parental leave, or to share their parental leave at different times within the 52 week period after the child has been born or adopted.

Parents who work for different employers

Parents, who work for different employers, may want to share their parental leave at the same time.

Each parent is entitled to take 18 ½ consecutive weeks together, but would have to take the parental leave immediately following the last day of the birth mother's maternity leave.

Job Protection for Maternity and Parental Leave

With respect to both maternity leave and parental leave, an employee may not be terminated or laid-off once the leave has commenced, unless the employer suspends or discontinues the business.

At the end of the leave period an employee will be reinstated in the same or a comparable position at not less than the same wages and benefits.

This provision for reinstatement does not apply in the case of a closure of the employer's business due to bankruptcy or Court Order. If the business has been suspended or discontinued during the employee's maternity or parental leave, the employee has hiring priority if the business starts up again within 12 months after the end of the leave.

Notice to Resume Employment After Maternity and/or Parental Leave

Any employee who is absent due to maternity or parental leave is required to provide **BBS** with written notice of the day the employee intends to return to work . Written notice must be given no less than four weeks before the end of the employee's specified leave or four weeks before the end of the entitled leave, whichever is earlier.

If the employee fails to provide the required notice, or does not report to work the day after the leave ends, **BBS** is not required to reinstate the employee unless the failure to notify or return to work was due to "unforeseen or unpreventable circumstances."

The notice requirement is lifted where an employee and employer have agreed to the employee resuming employment within the 6 week period immediately following the employee's delivery date.

Notice to Terminate Employment After Maternity and/or Parental Leave

Employees who do not wish to resume employment after their maternity or parental leave, must give **Walter Meier** at least 4 weeks' written notice of their intention to terminate employment.



Big Brothers Big Sisters
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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Nam	STATUTORY / PUBLIC HOLIDAYS	Policy # 420.01
This policy applies to Executives, Board of Directors, Employees, Volunteers		Policy Date September 2008

Source: *Employment Standards Act, R.S.O. 2000*

Purpose

Big Brothers Big Sisters of Ajax-Pickering recognizes 10 standard days free from work in each calendar year.

The agency office will be closed on each of the dates designated as a public holiday.

Employees will be paid in accordance with ESA standards

Policy

Under the Ontario Employment Standards Act, workers are entitled to the following Public Holidays.

- | | |
|------------------------------------|------------------|
| January 1 | New Year's Day |
| February – 3 rd Monday | Family Day |
| March/April | Good Friday |
| May – 3 rd Monday | Victoria Day |
| July 1 | Canada Day |
| August – 1 st Monday | Civic Holiday |
| September – 1 st Monday | Labour Day |
| October – 2 nd Monday | Thanksgiving Day |
| December 25 | Christmas Day |
| December 26 | Boxing Day |



Big Brothers Big Sisters
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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section 4
Policy Name	TIME TO VOTE	Policy # 420.03
Distribution	Employees, volunteers, Board of Directors	Policy Date August 2008

Source: Canada Elections Act, Section 132

Ontario Municipal Act

Policy

Every employee of **Big Brothers Big Sisters of Ajax-Pickering** who is a qualified elector will be permitted three consecutive hours for the purpose of casting his or her vote. The hours provided for voting will be granted at the discretion of the employee's immediate supervisor or the Executive Director.

Time at convenience of employer

The time that the employer shall allow for voting is at the convenience of the employer and may be at the commencement of the business day, during the lunch break, or at the end of the business day.

The only requirement is that the employer provide no less than three [3] consecutive hours for the purpose of voting. If the hours of employment do not allow for three consecutive hours to cast his or her vote, the employee is entitled to adequate time to vote without loss of regular pay.

The time that the employer shall allow for voting is at the convenience of the employer and may be at the commencement of the business day, during the lunch break, or at the end of the business day. All requests for time to vote should be made to correspond with the beginning or end of a work shift.

Requested time to vote in the middle of the work day will not be granted.

No penalty for absence from work to vote

No employer may make a deduction from the pay of an employee, or impose a penalty, for the time that the employer shall allow for voting.

An employer who pays an employee less than the amount that the employee would have earned on polling day, had the employee continued to work, is deemed to have made a deduction from the pay of the employee, regardless of the basis on which the employee is paid.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section
Policy Name	JURY DUTY	Policy # 420.04
Distribution Employees and Volunteers		Policy Date August 2008

Employer required to permit absence from work to serve on a jury

Employers are required by law to allow employees time off for jury duty.

Payment of wages while on jury duty

Employees will not be paid while absent from work on jury duty. The law does not require employers to pay your salary during jury duty. Anyone required to serve on a jury will be compensated by the court.

Employee seniority while on jury duty

Any employee who serves as a jurist will not lose seniority. The employee will return to his or her original position without salary penalty.

Employee benefits while on jury duty

Big Brothers Big Sisters of Ajax-Pickering will continue to pay the company share of benefits during the time an employee participates in jury duty.

Where applicable and while on jury duty the employee will be responsible for the payment of the cost of their share of employee benefits.



Big Brothers Big Sisters
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Policy Manual

Policy Section EMPLOYMENT POLICIES	Policy Section # 4
Policy Name BEREAVEMENT LEAVE	Policy # 420.05
This policy applies to Executives, Board of Directors, Employees, Volunteers	Policy Date September 2008

Reference: Employment Standards Act

Big Brothers Big Sisters of Ajax-Pickering understands that employees will occasionally experience the loss of a loved one.

Big Brothers Big Sisters of Ajax-Pickering offers a maximum of seven (7) days paid bereavement leave in the event of a death of a family member as defined under the Ontario Employment Standards Act.

A family member can be a Mother, Father, Stepmother, Stepfather, Spouse, Son, Daughter, Stepson, Stepdaughter, Brother, Sister, Stepbrother, Stepsister, Mother-in-law, Father-in-law or any person who is "like a family member".

A maximum of 3 days paid bereavement leave may be granted in the event of the death of a family member not included above.

All requests for Bereavement Leave are to be made to the Executive Director or to the Administrator when the Executive Director is not available.



Big Brothers Big Sisters
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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section # 4
Policy Name	COMPASSIONATE LEAVE	Policy # 420.06
This policy applies to Employees		Policy Date September 2008

*Source: Employment Standards Act, R.S.O. 2000
Employment Insurance Reg.*

Purpose

Big Brothers Big Sisters of Ajax-Pickering is empathetic to employees who are faced with urgent and life threatening illnesses of love ones. **Big Brothers Big Sisters of Ajax-Pickering** recognizes that employees who are faced with such circumstances often require time to be with a seriously ill family member or someone who is like a family member and will offer the required time away from work for the employee to respond to these circumstances.

Policy

In Ontario an employee is entitled to a leave of absence without pay for a period of up to eight [8] weeks to provide care or support to an individual if a qualified health practitioner provides written confirmation to **Big Brothers Big Sisters of Ajax-Pickering** stating that the individual has a serious medical condition with a significant risk of death within a period of 26 weeks or less.

Reasons for compassionate leave:

An employee may request special compassionate leave for medical emergencies for;

- a spouse
- a parent, step-parent or foster parent
- a child, step-child or foster child of the employee of the employee's spouse
- any individual prescribed as a family member

Duration of Compassionate Leave

An employee may begin compassionate leave no earlier than the first day of a week and all leave may only be taken in periods of full weeks.

All requests for compassionate leave must be made in writing stating the relationship of the individual when the leave will commence and when the leave will end.

If an employee begins compassionate leave without notifying the employer, the employee is required to notify the employer as soon as possible.

Compassionate leave may be extended upon proof that an extension is necessary and setting out the expected time required.



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Policy Manual

Policy Section EMPLOYMENT POLICIES	Policy Section # 4
Policy Name VACATION LEAVE	Policy # 420.07
This policy applies to Executives, Board of Directors, Employees, Volunteers	Policy Date September 2008

Source: *Employment Standards Act*

Purpose

Big Brothers Big Sisters of Ajax-Pickering recognizes the importance for each employee to have time away from the stress of the workplace.

A regular vacation is beneficial for the wellbeing of each employee.

Policy

The vacation year shall be from January 1 until December 31. Unless otherwise agreed upon, following is an overview of vacation entitlement:

After one (1) year of employment: Employees shall be entitled to 2 weeks vacation with pay.

After three (3) years of employment: Employees shall be entitled to 3 weeks vacation with pay.

After five (5) years of employment: Employees shall be entitled to 4 weeks vacation with pay.

After ten (10) years of employment: Employees shall be entitled to 5 weeks vacation with pay.

Employees may not carry-over unused vacation time from year to year. When necessary, due to extenuating circumstances, and with the permission of the Executive Director, an employee may carry over unused vacation time.

Scheduling of Vacation Time

Vacation scheduling will be determined on an annual basis.

All vacation time is required to be approved by the Executive Director prior to scheduling.

When conflict arises due to vacation scheduling, the employee with the greatest seniority will have priority for scheduling vacation time.

The Executive Director shall provide the Chair of the Board notification of their vacation schedule.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section 4
Policy Nam	PERFORMANCE REVIEW	Policy # 421
Distribution	All Managers, Supervisors, Employees and Volunteers	Policy Date August 2008

Purpose

A performance review provides an opportunity for a supervisor/manager and an employee to review the employee's past performance and set future performance goals,

The purpose of this evaluation is to assist employees with their professional development through the provision of feedback and the setting of achievable goals.

Performance evaluations will be held on a yearly basis, and may impact an employee through changes to their employment status, promotions and changes to compensation.

Policy

The employee and the team leader are jointly responsible for goal setting, and the employee's supervisor will be responsible for identifying gaps between performance expectations and actual performance results. The employee will be given an opportunity to respond to the feedback received.

Performance reviews for non probationary employees will occur on an annual basis, however a performance review can be conducted at any time during the period of employment.

A formal performance review will be conducted at least once during each year of employment.

Probationary Employees

Probationary employees will have a review at the end of each 30 days of continuous employment until the end of the probationary period.

Formal Performance Review

Big Brothers Big Sisters of Ajax-Pickering's formal performance evaluation system:

- will occur on the employee's anniversary date
- will be fair, consistent and objectively applied
- will establish individual goals and objectives relative to duties required and BB&S vision
- will formally recognize, evaluate and document an employee's contribution to the agency
- encourages two-way communication between the employee and the manager
- will provide opportunities for feedback
- will trigger, where necessary, performance improvement strategies

A formal performance review will assist the employee and their manager/supervisor in assessing past and future work strategies through:

- determination of training requirements
- measurement of an employee's level of job satisfaction
- discussion of past achievements or failure to achieve
- discussion of problems related to job performance from the employee's perspective and from the employer's perspective
- the setting of goals and how these goals can be achieved



Big Brothers Big Sisters
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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section
Policy Name	Corrective Action	Policy # 422
Distribution	All Departments	Policy Date August 2008

Purpose

Big Brothers Big Sisters of Ajax-Pickering expects all employees to conduct themselves with professionalism and integrity.

Big Brothers Big Sisters of Ajax-Pickering's policy of Corrective Action applies to all employees, including managers, supervisors, probationary, part-time, casual, and full-time employees.

The goal of Corrective Action is to correct an employee's behaviour and allow him or her an opportunity and the tools required to meet employment expectations. Where an employee engages in serious misconduct corrective discipline will not apply. Such will result in immediate termination for cause.

Policy

Corrective Action will apply to instances where an employee can be found **culpable in his or her failure to meet clearly defined expectations;**

Corrective action will be dealt with on a case by case basis and be kept confidential.

Big Brothers Big Sisters of Ajax-Pickering is aware that many instances of diminished performance are not cases of intentional misconduct and do not require Corrective Action.

Characterized by the employee having a physical or mental deficiency, condition or illness that prevents him/her from performing to an established standard.

The employee may be suffering from a degenerative illness, disability or some other impairment resulting in diminished performance. **Big Brothers Big Sisters of Ajax-Pickering** will endeavour to accommodate the employee through:

1. working with medical practitioners
2. altering work requirements where possible
3. assisting the employee to access disability benefits and grant leave is possible

If the employee fails to respond to any offer of accommodation **Big Brothers Big Sisters of Ajax-Pickering** reserves the right to demote or transfer the employee to a job level more suitable to his or her abilities. The new position does not have to be at the same rate of pay as the original job.

Any employee who refuses to participate in the accommodation process to facilitate a more suitable situation will be considered as “abandoning their employment” and will be terminated for cause.

Personal Problems

Personal problems, on or off the job, could result in performance problems. The problems may be of a personal nature or may be the result of workplace conflict such as bullying, harassment, lack of proper direction, etc.

Where such problems are found to be valid, **Big Brothers Big Sisters of Ajax-Pickering** will take measures to assist the employee to the greatest extent possible.

Correcting Misconduct:

Attempts to correct misconduct by employees will include:

- identifying incidents of misconduct to the employee as they occur
- the application of appropriate discipline sanctions
- requirement that the employee adopt an improved behaviour
- verbal reprimand – not documented
- workplace specific counselling
- verbal warning – documents in the employee’s personnel file
- from one to three written warnings – documented in the employee’s personnel file
- suspension with pay pending the outcome of an investigation
- suspension without pay for
 - willful misconduct
 - failure to comply with health and safety policies and/or directions
- termination



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section 4
Policy Nam	DISCIPLINE – VIOLATIONS SUBJECT TO PROGRESSIVE DISCIPLINE	Policy # 422.01
Distribution	All Departments	Policy Date August 2008

Purpose

Big Brothers Big Sisters of Ajax-Pickering encourages appropriate and desired work behaviours in order to facilitate organizational effectiveness.

Appropriate work behaviours will be encouraged by the imposition of disciplinary sanctions on employees who exhibit inappropriate or undesirable behaviours.

Policy

Corrective Discipline will apply to

1. Disregard of safety rules and practices
2. Defacing or removing any exit or emergency procedures signs
3. Failure to maintain job performance and quality standards
4. Interruption or interference with the organization's operations
5. Excessive absenteeism
6. Failure to report absences, within one hour of start time, to the Executive Director or immediate supervisor
7. Excessive tardiness
8. Failure to promptly report tardiness
9. Smoking in all areas not designated as a smoking area.
10. Smoking in all vehicles under the control of **Big Brothers Big Sisters of Ajax-Pickering**, or a personal vehicle while being used for work related purposes
11. Refusal to comply with a proper request or demand from a supervisor, manager or any other person designated to act in that capacity
12. Altering, defacing, or tampering with any agency property
13. Using slugs or tampering with any onsite electrical device
14. Threatening, intimidating, coercing, or interfering with fellow employees
15. Use of profane, vulgar, or threatening language either directed to a co-worker a supervisor, manager, client, or customer
16. Indulging in horseplay, scuffling, water fights and similar acts while on duty or in any place deemed to be a workplace
17. Fighting on any property deemed to be a workplace
18. Leaving the work place, without authorization, during working hours
19. Gambling or the promotion thereof, in any form in any place deemed to be a workplace
20. Failure to use designated entrances or exists
21. Failure to observe parking regulations
22. Discarding refuse or litter on the floor or in any area deemed to be the workplace



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Policy Manual

Policy Section EMPLOYMENT POLICIES	Policy Section 4
Policy Nam DISCIPLINE – VIOLATIONS SUBJECT TO DISMISSAL	Policy # 422.02
Distribution All Departments	Policy Date August 2008

Purpose

Big Brothers Big Sisters of Ajax-Pickering will not tolerate inappropriate and undesirable work behaviours in the workplace

Policy

Some inappropriate and undesirable behaviours which will result in immediate dismissal for cause include, but are not limited to:

1. Disregard for the safety of others
2. Pushing, shoving, or fighting resulting in personal injury
3. Driving on behalf of the organization when a driver's license has been suspended
4. Driving any vehicle on behalf of the organization while under the influence of alcohol or any other drug which impairs performance while operating a vehicle
5. Possession of firearms or any other weapon in any place deemed to be a workplace
6. Theft or appropriation of property of the employer
7. Theft or appropriation of property of any employee, volunteer or client of **BBBSAP**.
8. The unauthorized taking, removal, or disclosure of organizational reports, blueprints, records, confidential information, correspondence or communication of any nature
9. Failure to report an absence as required
10. The unauthorized alteration or falsification of personnel records, or payroll records
11. Refusal to co-operate in the development of a plan of accommodation to facilitate a timely and safe return-to-work
12. Indecent or immoral conduct while in the employ of **Big Brothers Big Sisters of Ajax-Pickering**.
13. Sleeping while on duty.
14. Reporting for work while under the influence of alcohol or any other intoxicating substance.
15. The possession or consumption of intoxicating beverages or narcotics in any place deemed to be a workplace [other than prescription drugs]
16. Willful slowdown, work stoppage or walkout
17. The abuse or destroying of agency materials and equipment.
18. The abuse or destroying of materials and equipment of co-workers
19. Carelessness or negligence in performing work duties which results in a monetary loss to **Big Brothers Big Sisters of Ajax-Pickering** either in the form of lost time or for labour and material costs to repair equipment or any item owned by a client or customer of **Big Brothers Big Sisters of Ajax-Pickering**.
20. Refusal to provide medical evidence, when requested to do so, of any illness of 3 or more days
21. Disregarding the instructions or directions of a supervisor, manager or any other person authorized to give instruction.
22. Any period of incarceration over 3 calendar days
23. Any second period of incarceration during total period of employment.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section
Policy Name	TERMINATION – VOLUNTARY	Policy # 423
Distribution	All Departments	Policy Date August 2008

Source: *Internal Policies, Employment Standards Act, R.S.O. 2000*

Big Brothers Big Sisters of Ajax-Pickering understands that from time to time an employee will voluntarily terminate their employment.

Employees who decide to voluntarily terminate their employment are requested to provide **Big Brothers Big Sisters of Ajax-Pickering** with no less than two weeks written and signed notification.

For employees who decide to voluntarily terminate their employment, the following will apply:

- **Big Brothers Big Sisters of Ajax-Pickering** may be asked to participate in an exit interview. An exit interview will be conducted as close as possible to the last of employment and will be conducted by someone outside of the department where the employee worked.
- No entitlement to termination or severance pay.
- Vacation Pay will be paid out according to ESA standards.
- No compensation for unused sick leave.
- Employee benefits will cease as of midnight on the date of termination

Post Termination References

Any employee who would like to use **Big Brothers Big Sisters of Ajax-Pickering** as a reference post termination will be required to sign an authorization form permitting **Big Brothers Big Sisters of Ajax-Pickering** to release work related information to a future employer.

Proprietary Information

All memoranda, notes, records, drawings, client and volunteer lists and other documents made or compiled by the employee, or made available to the employee, while in the employ of **Big Brothers Big Sisters of Ajax-Pickering** referencing any client, process or any other company activity shall remain the property of **Big Brothers Big Sisters of Ajax-Pickering** shall be delivered and/or returned to **Big Brothers Big Sisters of Ajax-Pickering** upon termination of employment.



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Policy Manual

Policy Section	EMPLOYMENT POLICIES	Policy Section
Policy Nam	TERMINATION – REFERENCES	Policy # 423.02
Distribution	All Departments	Policy Date August 2008

Source: Internal Policies, Ontario Human Rights Code

Purpose

Big Brothers Big Sisters of Ajax-Pickering takes the protection of personal employee information seriously and will not release any employment information prior to verify the legitimacy of the request.

Rules and Guidelines: providing references for employees who have terminated

Employment references may be provided without the written authorization of the employee. In this case, caution should be used when releasing information which could be detrimental to the employee obtaining other employment.

When an employee has been terminated for a serious, supportable offence such as theft, harassment, violence etc. it is important that a future employer be made aware of the reason for the termination. Failure to disclose this type of information could result in **Big Brothers Big Sisters of Ajax-Pickering** being vicariously liable in the event the terminated employee repeats the infraction.

Providing Employment-Related Information

All requests for reference information from external organizations are to be directed to the ED.

Who may provide employee references

Reference information may only be given by the Executive Director or a designated alternate.

Who may not provide employee references

Department managers, supervisors and others are not permitted to respond to reference requests or to provide any information about a past employee unless the Executive Director as been consulted prior to releasing employment related information.

Telephone requests by a third party for employment references

Prior to responding to any party who requests a telephone employee reference, the person providing the reference is required to obtain the name and position of the person who is requesting the reference, the name of the company employing the person requesting the reference, and the telephone number of the person requesting the information.

No information should be provided at the time of the initial request.

The person providing the employment reference shall return the call to the person who has made the request for employment references. This method will ensure the legitimacy of the request.



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Policy Manual

Policy Section	CONDUCT	Policy Section 5
Policy Nam	INTRODUCTION TO HUMAN RIGHTS	Policy # 500
Distribution	All Departments	Policy Date August 2008

Source: *Ontario Human Rights Act*
Ontario Human Rights Amendment Act, R.S.O. 2006

The Human Rights Policies apply to all departments and personnel of **Big Brothers Big Sisters of Ajax-Pickering**

Big Brothers Big Sisters of Ajax-Pickering is committed to a healthy, harassment and discrimination free work environment for all employees and believes that the climate in the workplace must be one which recognizes and promotes a sense of dignity and self-worth among all employees and encourages the development of an attitude of respect among all employees and others associated formally and informally within the organization.

Big Brothers Big Sisters of Ajax-Pickering adheres to the provisions of provincial and federal human rights legislation to protect the rights of individuals

Off-site

These policies extend to any manager, supervisor or employee, or volunteer regardless of position, who is required to be off-site on behalf of **Big Brothers Big Sisters of Ajax-Pickering** and includes time outside of normal working hours.

Intent of Policy

The intent of this policy is preventative rather than punitive and initial efforts should be made to resolve complaints informally.

Basis for this Policy

It is the policy of **Big Brothers Big Sisters of Ajax-Pickering** to encourage and promote a work environment in which all employees are free from unsolicited and unwelcome harassment.

The basis for **Big Brothers Big Sisters of Ajax-Pickering's** human rights policy include:

- recognizing that human rights cannot be infringed upon or dismissed
- individuals have dignity and worth
- individuals are entitled to equal rights and opportunities without discrimination



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	DEFINITION OF A WORKPLACE	Policy #	501
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

*Reference: Ontario Human Rights Code, 1995
Occupational Health and Safety Act*

A workplace is any place where work colleagues are together and involved in work related duties

A workplace is not confined to the offices and buildings of your organization.

A workplace can include

- cafeterias,
- washrooms,
- locker rooms,
- worksites,
- on-road vehicles and
- any location you are attending on a work related activity

Harassment which occurs outside the workplace, but under the control of the employer and has negative repercussions in the work environment [ie: adversely affects employment relationships], may also be defined as workplace harassment.

The workplace can include work related attendance at:

- a client's location
 - conference/seminar
 - trade show
 - training
 - transportation
 - social events
- and any location where you are attending on a work related activity



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	EMPLOYER'S RESPONSIBILITIES	Policy	# 502
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

*Reference: Ontario Human Rights Code, 1995
Ontario Health & Safety Act
Workplace Safety and Insurance Act*

Big Brothers Big Sisters of Ajax-Pickering is responsible for providing:

- an environment which is free of discrimination, harassment and violence
- an environment which encourages the reporting of all incidents of discrimination, harassment or violence
- immediate response and investigation of all complaints of discrimination, harassment or violence
- a method to handle and investigate complaints of discrimination, harassment or violence
- providing all employees and volunteers with discrimination, harassment and violence education



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	EMPLOYEE'S/VOLUNTEER'S RESPONSIBILITIES	Policy #	503
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

Source: Ontario Human Rights Act, Amended 2006, Ontario Health & Safety Act, Workplace Safety and Insurance Act

All employees and volunteers, regardless of rank or position, of **Big Brothers Big Sisters of Ajax-Pickering**, are expected to act towards others in a professional and respectful manner.

Each employee and volunteer has a responsibility to:

- ensure that the work environment is free from discrimination, harassment, intimidation and violence
- refrain from engaging in any behaviour that may be perceived to be discriminatory, harassing, intimidating or violent
- report all incidents of discrimination, harassment, intimidation or violence
- urge co-workers who are the victims of discrimination, harassment, intimidation or violence to make a formal complaint
- learn about human rights and know their responsibilities and rights under human rights legislation
- be aware that human rights legislation governs employment issues such as:
 - job/volunteer advertisements
 - application forms
 - interviews
 - work assignments
 - training
 - promotions



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	RESPONSIBILITIES OF MANAGERS AND SUPERVISORS	Policy	# 504
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

*Source: Ontario Human Rights Act, Amended 2006
Ontario Health & Safety Act
Workplace Safety and Insurance Act*

Managers and supervisors are responsible for promoting a harmonious work environment

It is the responsibility of a manager, supervisor, or any other person within **Big Brothers Big Sisters of Ajax-Pickering** who is supervising one or more employees to take immediate and appropriate action to report or deal with incidents of discrimination, harassment or violence of any type whether brought to their attention or personally observed.

Under no circumstances may a complaint or observation be dismissed or downplayed.

Under no circumstances may a manager or supervisor tell a complainant “to deal with it personally”.

All managers and supervisors of **Big Brothers Big Sisters of Ajax-Pickering** have a responsibility to

- take all complaints of discrimination, harassment, intimidation or violence seriously
- protect an employee from discrimination, harassment or violence
- respond immediately to any complaint or observation of discrimination, harassment or violence
- take appropriate disciplinary action against those who are found to violate this policy

Managers and Supervisors are required to:

All managers and supervisors are required to address workplace conflict quickly to prevent hostilities from escalating.

Managers and supervisors are required to correct inappropriate behaviour and encourage communication between team members.

Managers or supervisors are required to talk to the individual responsible for the inappropriate behaviour. They are to make them aware that their inappropriate behaviour has a negative effect on co-workers and can lead to a “poisoned work environment”.

Managers and supervisors are, at all times, required to watch for signs of discrimination, harassment or potential violence within the working environment.

Managers or supervisors are to advise the individual that the inappropriate behaviour is to be discontinued immediately.

Personal responsibility

Under the Amended Ontario Human Rights Act and the Ontario Health and Safety Act, a manager or supervisor may be held personally responsible for incidents of discrimination, harassment or workplace violence.

Managers and supervisors who fail to demonstrate due diligence by not responding appropriately to reported or suspected incidents of discrimination, harassment or workplace violence could face substantial monetary fines plus criminal charges and possible imprisonment.



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	DISCRIMINATION	Policy #	505
This policy applies to Board Members, Executive, Employees, Volunteers, Clients		Policy	September 2008

Reference: Ontario Human Rights Code, 1995

S1. Every person has a right to equal treatment with respect to services, goods and facilities, without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status or handicap.

In simple terms this means that you have the right to be free from discrimination when you receive goods or services, or use facilities. This right applies to:

- stores, restaurants and bars;
- hospitals and health services;
- schools, universities and colleges;
- public places, such as recreation centres, public washrooms, malls and parks;
- services and programs provided by municipal and provincial governments, including social assistance and benefits, and public transit;
- services provided by insurance companies; and
- classified advertisement space in a newspaper.

Under the Ontario Human Rights Code, discrimination may be based on

1. Race – common descent, external features
2. Ancestry
3. Place of origin
4. Colour
5. Ethnic origin – social, cultural, religious
6. Citizenship
7. Creed – religion, faith
8. Sex – gender identity, pregnancy
9. Sexual orientation
10. Handicap – physical, disfigurement, illness, birth defects, mental, learning disabilities
11. Age – between the ages of 18 to 65 years
12. Marital Status
13. Family Status
14. Same sex partnerships
15. Record of offences
16. Receipt of public assistance

Purpose

Big Brothers Big Sisters of Ajax-Pickering promotes diversity in all of its undertakings.

The purpose of this policy is to assist board members, the Executive Director, managers, supervisors and employees in recognizing and preventing discrimination in the course of performing their duties.

This policy applies to:

This policy applies to all board members, the Executive Director, managers, supervisors and employees and extends to incidents occurring at or away from the workplace, during or outside of regular working hours, provided the acts are committed within the course of employment.

Basis for this Policy

It is the policy of the **Big Brothers Big Sisters of Ajax-Pickering** to encourage and promote a work environment in which all employees are free from unsolicited and unwelcome discrimination. Discrimination affects individual well-being and will not be tolerated.

The basis for this policy include:

- recognizing that human rights cannot be infringed upon or dismissed
- individuals have dignity and worth
- individuals are entitled to equal rights and opportunities without discrimination

Policy

Big Brothers Big Sisters of Ajax-Pickering promotes an environment that is free from discrimination where all individuals are treated with respect and dignity. All unlawful acts of discrimination are strictly prohibited.

Big Brothers Big Sisters of Ajax-Pickering holds itself to a high degree of standards in preventing discrimination in all decisions and activities.

Big Brothers Big Sisters of Ajax-Pickering will not condone any form of discrimination or unacceptable behaviour in the workplace or while representing **Big Brothers Big Sisters of Ajax-Pickering** off site.

Some common types of behaviour that may constitute discrimination include:

- unwelcome jokes or comments about a person's colour, ancestry, religion, disability etc.
- derogatory remarks, innuendo or taunts about a person's appearance
- displaying racist pictures or jokes
- shunning and/or exclusion from activities or events based on one of the identified grounds
- teasing or gestures which make someone embarrassed or uncomfortable
- verbal or physical abuse
- threats, real or implied

Where does this policy apply?

This policy applies to the physical work location and the greater work environment such as all work-related functions and any other activities where work relationships are affected.

Place of work includes your work area, hallways, stairs, or cafeteria, as well as off-site, during breaks, training, conferences, and staff parties

Intent of Policy

The intent of this policy is preventative rather than punitive and initial efforts should be made to resolve complaints informally.

Displaying offensive materials

Big Brothers Big Sisters of Ajax-Pickering will not tolerate the display of racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit.

Responsibilities of the Employer

Big Brothers Big Sisters of Ajax-Pickering is responsible for providing:

- an environment which is free from discrimination
- an environment which encourages the reporting of all incidents of discrimination
- immediate response and investigation of all discrimination complaints
- a method to handle and investigate discrimination complaints
- providing employees with discrimination information

Responsibilities of Managers and Supervisors

It is the responsibility of any manager, supervisor or any person within **Big Brothers Big Sisters of Ajax-Pickering** who is responsible for supervising one or more employees to take immediate and appropriate action to report or deal with incidents of discrimination of any type whether brought to their attention or personally observed.

Under no circumstances should a legitimate complaint be dismissed or downplayed nor should the complainant be told to deal with it personally. All management and supervisory personnel of **Big Brothers Big Sisters of Ajax-Pickering** have a personal responsibility to

- take all complaints of discrimination, or intimidation seriously
- protect an employee from discrimination
- respond immediately to complaints of discrimination
- take appropriate disciplinary action against those who are found to violate this policy

Responsibility of Employees

Employees are expected to act towards other individuals professionally and respectfully. Employees have a responsibility to:

- ensure that the work environment is free from discrimination, and intimidation
- refrain from engaging in any behaviour that may be perceived to be discrimination, or intimidation
- immediately report all incidents of discrimination and intimidation
- urge co-workers who are the victims of discrimination, or intimidation to make a formal complaint

Definition of a Poisoned Environment

Any definition of discrimination includes a “poisoned environment”. A poisoned environment is a form of discrimination and can arise from only one incident. It is often the result of a comment, comments or actions of one or more persons regardless of his or her position within the workplace. Comments and/or actions do not have to be directed at a specific individual.

A poisoned environment due to discrimination can make a person feel uncomfortable, embarrassed, offended or intimidated.

Making a complaint based on discrimination

Refer to Policy #599



Big Brothers Big Sisters
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Policy Manual

Policy Section	CONDUCT	Policy Section # 5
Policy Name	HARASSMENT - General	Policy # 506
This policy applies to Board Members, Executive Director, Employees, and volunteers		Policy November 2008

Source: *Ontario Human Rights Code, 1995*
Occupational Health & Safety Act, R.S.O 1990
Criminal Code of Canada

Under the Ontario Human Rights Code “harassment” means engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome;

In simple terms, “Harassment” means comments or actions that are unwelcome to you or should be known to be unwelcome. You have the right to be free from humiliating or annoying conduct that is based on one or more of the grounds in the *Code*. Harassment requires a “course of conduct”, which means that a pattern of behaviour or more than one incident is usually required.

Personal harassment based on race, national or ethnic origin, colour, religion or creed, age, sex, sexual orientation, marital or family status, disability/handicap, and social status are prohibited under this policy and under various Human Rights Codes.

Purpose

The purpose of this policy is to assist Board Members, the Executive Director, Managers, Supervisors and Employees in preventing harassment.

This policy applies to Board Members, the Executive Director, Managers, Supervisors and Employees and extends to incidents occurring at or away from the workplace, during or outside of regular working hours, provided the acts are committed within the course of employment.

Policy

Big Brothers Big Sisters of Ajax-Pickering promotes an environment that is free from harassment where all individuals are treated with respect and dignity.

Big Brothers Big Sisters of Ajax-Pickering will not condone any form of harassment or unacceptable behaviour in the workplace or while representing **Big Brothers Big Sisters of Ajax-Pickering** off site.

Harassment can be any action or comment that makes a person feel uncomfortable, embarrassed, offended or intimidated.

Some types of behaviour that may constitute harassment include:

- unwelcome jokes about a person’s colour, ancestry, religion, etc.

- displaying unacceptable pictures, jokes or posters
- teasing or gestures which make someone embarrassed or uncomfortable
- persistent public criticism of employee performance, where such criticism has not been substantiated
- persistent and premeditated interference with an employee's performance

Where does this policy apply?

This policy applies to the physical work location and the greater work environment such as all work-related functions and any other activities where work relationships are affected.

Place of work includes your work area, hallways, stairs, or cafeteria, as well as off-site, during breaks, training, conferences, and staff parties

Intent of Policy

The intent of this policy is preventative rather than punitive and initial efforts should be made to resolve complaints informally.

Responsibilities of the Employer

Big Brothers Big Sisters of Ajax-Pickering is responsible for providing:

- an environment which is free from harassment
- an environment which encourages the reporting of all incidents of harassment
- immediate response and investigation of all harassment complaints
- a method to handle and investigate harassment complaints
- providing employees with harassment information

Responsibilities of Managers and Supervisors

It is the responsibility of any manager, supervisor or any person within **Big Brothers Big Sisters of Ajax-Pickering** who is responsible for supervising one or more employees to take immediate and appropriate action to report or deal with incidents of harassment of any type whether brought to their attention or personally observed.

Under no circumstances should a legitimate complaint be dismissed or downplayed nor should the complainant be told to deal with it personally. All management and supervisory personnel of **Big Brothers Big Sisters of Ajax-Pickering** have a personal responsibility to

- take all complaints of harassment seriously
- protect an employee, volunteer, or client from harassment
- respond immediately to complaints of harassment
- take appropriate disciplinary action against those who are found to violate this policy

Responsibility of Employees

Employees are expected to act towards other individuals professionally and respectfully.

Employees have a responsibility to:

- ensure that the work environment is free from harassment
- refrain from engaging in any behaviour that may be perceived to be harassing in nature
- immediately report all incidents of harassment
- urge co-workers who are the victims of harassment to make a formal complaint

Disciplinary Action

Harassment by a board member, the Executive Director, a manager, supervisor or an employee is considered to be a serious offence and disciplinary action will be taken.

Where harassment is found to have occurred, **Big Brothers Big Sisters of Ajax-Pickering** will take remedial action up to and including termination for cause and possible charges under the Criminal Code of Canada.

Poisoned Environment

The term harassment includes a *“poisoned environment”*.

A poisoned environment is a form of discrimination and harassment and can arise from only one incident. It is often the result of a comment, comments or actions of one or more persons regardless of his or her position within the workplace. Comments and/or actions do not have to be directed at a specific individual.

Complaint Process

Refer to Policy # 599



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	SEXIST LANGUAGE	Policy #	507
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

Reference: Ontario Human Rights Code, 1995

Big Brothers Big Sisters of Ajax-Pickering promotes a workplace equal to men and women without sexual stereotyping.

This policy includes written, oral or visual material used within **Big Brothers Big Sisters of Ajax-Pickering** or to the public by way of letters, e-mails, reports, minutes, policies, memoranda, publications, forms, questionnaires, contracts, job descriptions and titles.

Sexist language can be in the context of

- Man to woman
- Woman to man
- Man to man
- Woman to woman

Sexist language is defined as language that excludes one sex or gives unequal treatment to men and/or women.

Sexual Stereotyping

Sexual stereotyping is comprised of language, attitudes or representations, which tend to attribute particular roles and characteristics to people on the basis of their gender without taking them into consideration as individuals

The words used to refer to women often tend to reinforce attitudes and perceptions of women in our society and influence how they are regarded and treated. Words such as “girl” and “ladies”, when referring to grown adult females are to be avoided. Words such as “boy” or “lad” when referring to a grown adult male are to be avoided.

Sexist language includes the use of crude or derogatory language that is gender directed and would likely result in embarrassment and humiliation by the person to whom it is directed. It might include:

1. sexual remarks
2. verbal innuendo
3. inappropriate words of affection
4. inappropriate references to appearance
5. constant and unwarranted criticism of work

Language that is crude and obscene but is not gender related or considered to be an affront to an individual’s dignity is not considered to be sexist language.



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	SEXUAL HARASSMENT	Policy #	508
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

Reference: Ontario Human Rights Code, 1995

Section 7(2) Every person who is an employee has a right to freedom from harassment in the workplace because of sex by his or her employer or agent of the employer or by another employee

Section 7(3) Every person has a right to be free from a sexual solicitation or advance made by a person in a position to confer, grant or deny a benefit or advancement to the person where the person making the solicitation or advance knows or ought reasonably to know that it is unwelcome

Policy

Big Brothers Big Sisters of Ajax-Pickering will not tolerate any form of sexual harassment. .

Employees often incorrectly assume that sexual harassment and discrimination exists only in the context of male/female relationships. Sexual harassment and discrimination can be between

male+femal,
male+male,
female+female,
female+male.

Sexual harassment does not have to be sexual. It can simply mean that someone is bothering you because of your sex or gender. Sexual harassment includes:

- sexual remarks
- touching
- sexual jokes about women or men
- sexual suggestions or requests
- stares
- unwelcome comments
- display of pictures considered to be offensive
- offensive graffiti

What you should do if you are experiencing harassing behaviour

Individuals who feel that they are being harassed should advise the harasser that their comments and/or actions are not welcomed or wanted. Under law, the harasser is required to stop that behaviour.

- o if a co-worker harasses you, you should immediately complain to your supervisor

- if a manager or supervisor harasses you, you should immediately complain to the Executive Director or to a member of the board.

You should keep a diary of the harassing behaviour including:

- what happened
- when it happened
- where it happened
- did anyone see or hear what happened
- what did you do or say at the time
- keep your report of the behaviour away from the work site.



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	PERSONAL APPEARANCE AND DRESS CODE	Policy #	510
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

Sources: *Ontario Human Rights Code*
Canadian Charter of Rights and Freedoms

Purpose

Big Brothers Big Sisters of Ajax-Pickering requires that employees dress in a manner appropriate with maintaining a professional appearance. This Dress Code is consistent with Human Rights legislation and the Charter of Rights and Freedoms.

Safety in dress will be a high priority at all times and is intended to reduce the risk of injury to co-workers, volunteers, clients and others.

Employees of **Big Brothers Big Sisters of Ajax-Pickering** who interact with the public are expected to present a professional business appearance during regular working hours or when representing the agency outside of regular working hours.

Big Brothers Big Sisters of Ajax-Pickering to set Dress Code

The agency may, at its discretion, set Dress Code Standards providing they are in accordance with the Ontario Human Rights Code.

Standards can include defining acceptable standards and types of clothing for specific assignments, and/or seasonal dress.

Appropriate attire is in keeping with commonly recognized standards. All employees are expected to dress in a manner that is neat, clean and non-controversial. Provocative clothing is not acceptable in any position.

Basic Dress Code Requirements

1. Staff must be personable in hygiene.
2. Hair, including facial hair, must be kept clean and well groomed and of a length to conform to any occupational health and safety standard.
3. Shoes, boots and other foot coverings must provide safe and secure footing and offer adequate protections against potential workplace hazards. The type of footwear may be determined by job specific requirements.
4. The use of perfumes, colognes and other fragrances should be kept to a minimum during the course of work assignments.
5. All personal protective clothing and equipment for the safe undertaking of any assignment must be used as directed.

6. For administrative and office staff, sweat pants, shorts, muscle shirts, tank tops are not considered to be appropriate business attire.
7. Clothing with unprofessional graphics and/or wording may not be worn at any time while in the workplace.

Exceptions to Dress Code

Big Brothers Big Sisters of Ajax-Pickering recognizes that some clothing styles are necessary for religious or cultural reasons. At times this dress code may conflict with individual religious dress requirements. Every effort shall be made to accommodate an employee's religious dress requirement, providing it does not violate the Occupational Health & Safety Act.

Clothing not considered appropriate:

- track or sweat pants (unless event specific)
- track or sweat shirts (unless event specific)
- athletic wear (unless event specific)
- shorts
- mini-skirts or more than 6cm above the knee
- casual t-shirts (unless event specific)
- tank tops, halter tops
- any top which exposes any of the midriff area
- spandex
- leggings
- low-ride slacks or trousers which exposes any skin area
- clothing which is revealing or excessively tight
- torn or ripped clothing

Disciplinary Action

Any employee who arrives at work dressed in an inappropriate manner will be directed to change their attire.

An employee will not be paid for any time lost when requested to change their clothing.

A second offence will be recorded as "disciplinary action" in the employee's personnel file.

Subsequent offences will be considered as insubordination with further disciplinary action up to, and including termination with cause.



Big Brothers Big Sisters
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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	SMOKING DURING HOURS OF WORK	Policy #	511
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

Source: *Smoke Free Ontario Act, Reg 48-6*

Purpose:

Big Brothers Big Sisters of Ajax-Pickering is committed to protecting and promoting the health, safety, and well-being of its employees, volunteers, clients and the public.

Policy:

This policy bans the smoking of tobacco or other products in the workplace and in all vehicles used in the course of carrying on the activities of **Big Brothers Big Sisters of Ajax-Pickering**

This policy bans all smoking of tobacco or other products

- in the workplace, or any place designated as a workplace
- in vehicles used in the course of business
- in any vehicle under the control of the company
- in any work area as determined by the organization

Conflict in laws

In order to work effectively with other statutes and by-laws that restrict workplace smoking, if there are conflicts between Provincial and Municipal by-laws the more restrictive provision, whether it is a municipal by-law or other Act or regulation, will prevail.



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	SUBSTANCE ABUSE	Policy #	512
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

*Source: Ontario Human Rights Code, 1995
Ontario Occupational Health and Safety Act, R.S.O.1990*

Purpose:

Big Brothers Big Sisters of Ajax-Pickering may take steps to deter and detect alcohol and/or drug impairment among its employees and volunteers in sensitive jobs and where safety or supervision is limited or non-existent.

Policy:

The consumption of alcoholic beverages during work assignments and during paid break periods, or presenting for work under the influence of alcohol, is strictly prohibited.

No employee may enter or remain upon the premises or in any workplace controlled by **Big Brothers Big Sisters of Ajax-Pickering** while under the influence of alcohol or any other intoxicating or inhibiting substance.

Any employee in the workplace whose behaviour and ability to work is so affected by alcohol, intoxicants or other inhibitants, so as to endanger the health and safety of that employee or any other person on the premises or in the workplace will be immediately suspended and shall not be permitted to return to the workplace until the employer is satisfied that the employee is participating in a recognized rehabilitation plan.



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	DRIVING VIOLATIONS	Policy #	513
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

*Reference: Ontario Human Rights Code, 1995
Ontario Highway Traffic Act
Motor Vehicle Insurance Act*

Purpose

Big Brothers Big Sisters of Ajax-Pickering requires that all employees who operate a vehicle on behalf of the organization drive in a safe and responsible manner.

Policy

This policy applies to driving infractions incurred while on or off duty.

For infractions incurred while on duty, disciplinary actions will be applied in **ALL** cases.

This policy applies to individuals operating any motor vehicle on behalf of **Big Brothers Big Sisters of Ajax-Pickering** personally owned vehicles, client vehicles.

Employees and designated individuals are solely responsible for any driving infraction resulting in a monetary fine or penalty, while operating a vehicle on behalf of **Big Brothers Big Sisters of Ajax-Pickering**.

Driving infractions include, but are not limited to:

- parking tickets
- speeding tickets
- infractions under the Ontario Highway Traffic Act
- infractions under the Canada Criminal Code

Suspension of Driving License

Any employee who requires a driver's license in the performance of his/her duties and who has his or her driver's license suspended for any reason and for any length of time, is required to immediately notify their supervisor or the Executive Director with the following information:

- a) date of the infraction
- b) details of the infraction
- c) copy of the summons
- d) date of the hearing

- e) date and duration of the suspension

In each situation an investigation will be undertaken to determine if the employee can be accommodated in some other position on a temporary basis.

Any employee who is required to drive a vehicle as part of their regular job and who receives a **First Driving License Suspension** of thirty [30] days or less will be offered alternate employment for the duration of the suspension. This alternate employment will not necessarily be at the same rate of pay as the original position.

Any employee who is required to drive a vehicle as part of their regular job and who receives a **Second Driving License Suspension** may be terminated without further notice. If the employee can demonstrate why he/she should not be terminated, other disciplinary options for the duration of the suspension may include:

- 1) unpaid leave of absence
- 2) if suspension is the result of a disability, balance of sick leave during rehabilitation
- 3) individual considerations when and where available

As part of the disciplinary process the following matters will be considered:

- 1) the requirement for a driver's license in performance of the essential duties of the job
- 2) the length of the suspension
- 3) whether the suspension occurred during work or personal time
- 4) individual employment record
- 5) availability of alternative non-driving positions

Any recurrence [third occurrence] of a driving suspension will result in automatic termination.

The decision to terminate may be appealed by the employee, to the Board of Directors, providing the employee can show a valid reason why the suspension should not have an impact on their employment status.

Driving Violations Schedule of Disciplinary Actions			
Length of Suspension	No Discipline	Suspension or Leave without Pay	Termination
Less than 30 days	Alternative work		
30 – 90 days	Alternative Work	X	
91 – 365 days		X	X
Over 12 months			X
Second Offence		X	X
Third Offence			X



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Policy Manual

Policy Section	CONDUCT	Policy Section #	5
Policy Name	FRAUD AND THEFT	Policy	# 514
This policy applies to Board Members, Executive, Employees, Volunteers, Clients		Policy	September 2008

Purpose

Big Brothers Big Sisters of Ajax-Pickering is committed to protecting its property, information, and other assets from any attempt by its employees, volunteers, clients, members of the public, contractors, agents, vendors, or others from gaining financial or other benefit by any form of deceit.

This policy will apply to the theft or suspected theft by any employee, volunteer, or client of any person's personal effects while in attendance at **Big Brothers Big Sisters of Ajax-Pickering** or while in attendance at any employment directed activity.

This policy is separate from similar policies, which may contain related information.

If this Policy conflicts with any other corporate policy containing similar information, this Policy will take precedence over any such policy.

Policy

Big Brothers Big Sisters of Ajax-Pickering will identify and promptly investigate any fraudulent or related dishonest activities against the organization, and, when appropriate will pursue legal remedies available under the law. Every effort will be made to recover losses.

Definitions under this Policy:

Fraud: Fraud encompasses any irregularities and illegal acts characterized by intentional deception. Fraudulent acts include, but are not limited to;

- forgery or alteration of documents
- misrepresentation of information
- misappropriation of funds, supplies or other assets
- unauthorized use or destruction of property, equipment, materials or records
- improprieties in the handling of money or documentary transactions
- authorization or receipt of goods not received
- authorization or receipt of services not performed
- authorization or receipt of payment for hours not worked
- any claim for reimbursement of expenses not incurred

- any violation of Federal, Provincial or local laws relating to dishonest activities or fraud
- any similar activity

Inspections of workstations and equipment

All furniture, including employee desks, workstations and computers are open to inspection when there is a reasonable suspicion of a dishonest or fraudulent activity.

Responsibilities of Employees, Volunteers, Clients

When an individual suspects someone of initiating or participating in fraudulent activities they are required to;

- report the incident or practice to the Executive Director
- if the individual believes that a manager or the Executive Director is involved report the incident or practice to a member of the Board of Directors
- the reporting individual should not discuss the matter with any other member of the organization or answer inquiries of anyone outside of the organization unless directed to do so.
- the reporting individual shall not discuss the matter with any member of the press unless directed to do so.

Disciplinary and Legal Action

Big Brothers Big Sisters of Ajax-Pickering will take all appropriate disciplinary and legal actions against individuals representing the organization, contractors and others up to and including termination of employment or contract, restitution and the forwarding of information to appropriate authorities for criminal prosecution

Failure of board members, managers, employees, volunteers, contractors and others having direct contact with **Big Brothers Big Sisters of Ajax-Pickering** to comply with this Policy, including the failure to report theft or fraudulent activities, will result in disciplinary action including termination for cause, cancellation of contracts and/or reporting to the appropriate authorities.



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Policy Manual

Policy Section	WORKPLACE CONDUCT POLICIES	Policy Section #	5
Policy Name	VIOLENCE IN THE WORKPLACE	Policy #	517
Distribution	All Departments	Policy Date	September 2008

Source: Occupational Health and Safety Act, R.S.O. 1990 S 11 (a)(b), S 28(2)(c)
Criminal Code of Canada

Big Brothers Big Sisters of Ajax-Pickering believes in the prevention of violence and promotes violence-free environment in which everyone is respectful of each other.

Any act of violence committed by or against any member of the organization or member of the public is unacceptable conduct and will not be tolerated by **Big Brothers Big Sisters of Ajax-Pickering**

Big Brothers Big Sisters of Ajax-Pickering expects every employee and volunteer to conduct themselves with professionalism **and Integrity at all times**

Any form of violence, including actual or implied threats of violence will be treated as a criminal offence and may be reported to the appropriate law enforcement authorities.

In the case of supported threats or actual incidents of violence, disciplinary action will result in the immediate termination for cause and reporting of the incident to the appropriate law enforcement agency.

To Whom this Policy Applies

This policy applies to all executives, managers, supervisors, employees, sub-contractors, volunteers or any other person performing work on behalf of **Big Brothers Big Sisters of Ajax-Pickering**.

This policy applies to all activities that occur while on the organization's premises or while engaging in business, activities or social events on behalf of **Big Brothers Big Sisters of Ajax-Pickering**.

Purpose of this Policy

The purpose of this policy is to ensure that:

1. individuals are aware of and understand that acts, or threats of violence are considered to be serious criminal offences for which remedial action will be imposed

2. anyone subjected to an act or threat violence is encouraged to access any assistance they may require in order to pursue a complaint, and,
3. individuals are responsible to report any act or threat of violence they become aware of, or any situations of pending or existing violence.

What is an Act of Violence?

An act of violence is any act taking the form of physical contact or threat of physical contact.

An act of violence can be a single event or may involve a continuing series of incidents.

Examples of workplace violence include, but are not limited to:

1. threatening behaviour such as shaking fists, destroying property or throwing objects
2. verbal or written threats that express an intent to inflict harm
3. physical attacks
4. any other act that would arouse fear in a reasonable person in the circumstances
5. verbal examples
 - a. shouting
 - b. swearing
 - c. sneering
6. examples of physical violence
 - a. Pushing or shoving
 - b. Punching or hitting
 - c. Touching in a threatening way
 - d. Grabbing
 - e. Kicking

Prohibited Conduct:

No employee or any other individual affiliated with **Big Brothers Big Sisters of Ajax-Pickering** shall subject any other person to actual or threats of violence or allow or create conditions that support violence or threats of violence.

Any administrator, manager, staff member or volunteer of **Big Brothers Big Sisters of Ajax-Pickering** that subjects an employee, volunteer, client, or business associate of the organization to an act of violence or a threat of violence may be subject to disciplinary action commensurate to the incident, up to and including dismissal and/or criminal charges.

Responsibilities of Employees and Volunteers:

Employees and volunteers are required to immediately disclose to their supervisor or to someone in authority when any circumstance of violence or threat of violence arises, or has the potential to arise.

Any individual who becomes aware of an incident of violence or a threat of violence is required to disclose the details of the incident to the Executive Director or a member of the Board, without prior consultation with the complainant.

Gossiping about an incident seriously undermines the privacy of all parties involved and will not be tolerated.

As a member of **Big Brothers Big Sisters of Ajax-Pickering** each employee, volunteer and client is responsible:

1. to act respectfully towards other individuals while at work or while participating in any sponsored activity
2. to ensure their own immediate physical safety in the event of actual or threatened violence
3. to report the incident to the Executive Director or a member of the board, and
4. to co-operate with any efforts to investigate and resolve matters arising under this policy.

Management Responsibilities;

For the purposes of this policy, managers and supervisors are responsible to:

1. act respectfully towards other individuals while at work and participating in any sponsored activity
2. ensure that all employees, or volunteers you supervise are familiar with this policy
3. identify anti-violence training needs for employees or volunteers, individually or as a group
4. ensure that employees and volunteers understand who to contact regarding concerns about this policy or who to report an incident to
5. ensure their own immediate physical safety if an incident or threat of violence occurs
6. immediately report the inappropriate behaviour to the Executive Director or a member of the board,
7. ensure the security and safety of all parties involved during any investigation of an incident of violence or threat of violence

Confidentiality:

Confidentiality will be enforced to the extent permitted by law when dealing with all parties to a complaint of violence or threat of violence.

No-Retaliation:

All persons involved in the processing of a complaint of violence or threat of violence will ensure that the complainant is neither penalized nor subjected to any prejudicial treatment as a result of making the complaint.

Disciplinary action will be taken against any person who takes any reprisal against a person who reports an incident of violence or threat of violence.

Disciplinary Action

Disciplinary action against the perpetrator of any act of or threat of violence will be immediate termination of the offending individual "for cause".

False Accusations

A person who submits a complaint "in good faith", even where the complaint cannot be proven, has not violated this policy.



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Policy Manual

Policy Section	CONDUCT	Policy Section	# 5
Policy Name	COMPLAINTS RESOLUTION PROCESS	Policy	# 599
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	December 2008

*Reference: Ontario Human Rights Code, 1995
Occupational Health & Safety Act, R.S.O. 1990*

Note: A concern is not a complaint and should be addressed through means other than the Complaints Resolution Process.

Big Brothers Big Sisters of Ajax-Pickering acknowledges that it has a responsibility to promptly address any situation of discrimination or harassment that comes to its attention whether or not a complaint has been made.

Big Brothers Big Sisters of Ajax-Pickering acknowledges that a standardized procedure is necessary for a fair and equitable process in responding to complaints of discrimination or harassment.

A complaint not covered under the enumerated grounds under the Ontario Human Rights Code will not be covered by this complaints process.

On occasion, a complaint may necessitate the involvement of an external party.

Preamble

Big Brothers Big Sisters of Ajax-Pickering recognizes that discrimination and harassment are serious human rights issues and are punishable offences under the Ontario Human Rights Code.

Big Brothers Big Sisters of Ajax-Pickering will not tolerate behaviour deemed to be discriminatory or harassing and will strive to create an environment free from such behaviour.

The complainant, the respondent and any other parties to a complaint of discrimination or harassment under this policy are to be treated in an equitable manner..

Complaints of discrimination, harassment or violence may name the organization, the employer, a manager[s], a supervisor[s] and/or co-workers.

More than one company and/or individual may be named in a complaint.

To Whom Does this Policy Apply

Big Brothers Big Sisters of Ajax-Pickering's Complaints Resolution Process may be utilized by individuals or groups of individuals with the same complaint, and may involve complaints against authorized individuals representing the organization and against the organization.

Policy

This policy applies to individuals or groups of individuals with the same complaint the organization and the person responding to the complaint.

Any person who is in a position of authority within **Big Brothers Big Sisters of Ajax-Pickering** is required to take complaints of discrimination and harassment seriously and to make every effort to resolve the issue between the parties as quickly as possible.

If a complaint cannot be resolved at the first point of contact, the person making the complaint may direct the complaint to the Executive Director and/or a member of the Board of Directors.

NOTE: If the incident should be of a nature that it cannot be discussed with an immediate supervisor or manager, a complaint may be made directly to the Executive Director or a member of the Board of Directors.

Supervisors and Managers

Supervisors and managers are required to maintain a written record of the complaint including the specific steps taken to have the behaviour stopped.

They are expected to ensure that employees, volunteers and clients are aware of the policy and to remind them of its contents as deemed necessary.

They are expected to intervene promptly when they become aware of improper or offensive conduct and to involve the parties in resolving the problem.

They are expected to address any alleged discrimination or harassment of which they are aware, whether or not a complaint has been made. This applies to situations that involve employees and volunteers as well as other persons working for **Big Brothers Big Sisters of Ajax-Pickering**

They are expected to handle all discrimination and harassment situations confidentially and to ensure that others act accordingly.

Complainants, Respondents & Witnesses

Complainants, respondents and witnesses are expected to provide information as required in the steps noted below

1. They are expected to co-operate in the complaint process if and when called upon to do so.
2. They are expected to limit the discussion of the complaint to only those who need to know.
3. They can expect to review and sign their statement as recorded by an investigator.
4. Complainants and respondents will receive information related to the complaint in writing, including allegations, as noted in the steps below, under "Complaint process", and in accordance with the principles of procedural fairness.
5. Complainants and respondents may have with them, during meetings and interviews related to the resolution of the complaint, a person of their choice who has agreed to accompany them and who is not a party to the process and who does not have a stake in the outcome.

6. Complainants and respondents can expect to review a copy of the draft report. They will be informed in writing of the outcome of the investigation.
7. If the complaint is found to have merit, complainants will be informed whether corrective or disciplinary measures will be taken as a result of their complaint
8. If the complaint is found to be frivolous or in bad faith, respondents will be informed whether corrective or disciplinary measures will be taken.

Representation

An individual, or group of individuals with the same complaint, may have someone represent them if they wish. A representative must be authorized in writing by the individual or the group of individuals. The representative should have knowledge of the Ontario Human Rights Code.

What you should do before making a complaint

An individual or group of individuals with the same complaint should, when possible, do the following before making a formal complaint.

1. Tell the individual that what they are doing is unwelcome.
2. Maintain a written record of the incident or incidents, including the date, time, location, possible witnesses and what occurred, etc.
3. When possible, attempt to resolve the issue in a courteous manner.

Time Limits for Making a Complaint

Verbal Complaints must be made within three (3) working days of the incident involving discrimination or harassment. **Big Brothers Big Sisters of Ajax-Pickering** will respond within ten (10) working days of receiving the complaint.

Written Complaints must be made within thirty (30) calendar days of the incident involving discrimination or harassment. A written complaint may be made following a verbal complaint if the issue has not been resolved. **Big Brothers Big Sisters of Ajax-Pickering** will respond to written complaints within thirty (30) calendar days of receiving the complaint.

Note: When and where warranted, the time limits may be amended on agreement by both parties. **Employee's should do the following.**

When a Complaint is Received

Big Brothers Big Sisters of Ajax-Pickering will record the date the complaint was received. When a verbal complaint is received, the person receiving the complaint will request and record the details of the complaint.

Within ten (10) working days the person making a verbal complaint will be contacted by a person in a position of authority for clarification of the details of the complaint and for the purpose of an early resolution of the complaint.

Written complaints will be directed to a person in a position of authority for clarification of the details of the complaint and for the purpose of an early resolution of the complaint.

Confidentiality

All complaints and investigations of a complaint will be held in confidence as is practicable under the circumstances.

To the extent practicable and appropriate under the circumstance, complaints will be investigated by a the Executive Director, or a knowledgeable individual external to the organization.

Records of complaints will remain confidential except where disclosure is important to the investigation of the complaint or where required by law.

If the complaint is based on harassment or one of the grounds of discrimination as prohibited by the Ontario Human Rights Code, in particular sexual harassment, sexual assault, or any other complaint covered under the Criminal Code of Canada, external authorities, including the police may be contacted and made aware of the complaint. In such circumstances, confidentiality cannot be guaranteed.

Verbal Complaints

Under this policy verbal complaints may be made by Individuals or groups of individuals with the same complaint, and involving complaints against authorized individuals representing the organization and against the organization must comply with the enumerated grounds under the Ontario Human Rights Code.

Individuals, or groups of individuals with the same complaint will be required to provide the following information::

1. Name of individual or individuals making the complaint
2. Address of complainant(s)
3. Telephone Number of complainant(s)
4. Other contact information if available
5. Nature of the complaint – the human rights ground under which this complaint is made
6. Details of the complaint including
 - date of incident
 - time of incident (morning/afternoon/evening)
 - location of incident (be as precise as possible)
 - name of individual(s) involved
7. Any other information relevant to the complaint.

Formal Written Complaints

Under this policy formal written complaints may be made by individuals or groups of individuals with the same complaint, and involving complaints against authorized individuals representing the organization and against the organization must comply with the enumerated grounds under the Ontario Human Rights Code.

Individuals, or groups of individuals with the same complaint are required to provide the following information in a written complaint:

1. Name of individual or individuals making the complaint
2. Address of complainant(s)
3. Telephone Number of complainant(s)
4. Other contact information if available

5. Nature of the complaint – the human rights ground under which this complaint is made
6. Details of the complaint including
 - date of incident
 - time of incident (morning/afternoon/evening)
 - location of incident (be as precise as possible)
 - name of individual(s) involved
7. Any other information relevant to the complaint.
8. Remedy sought

The complaint will be reviewed and the individual or individuals who initiated the complaint will be contacted by a senior member of **Big Brothers Big Sisters of Ajax-Pickering** to attempt an early resolution of the complaint.

If a resolution is not possible, the complaint will become a “Formal Complaint”.

Proceed to Step 1.

NOTE: Item #8, the remedy sought may not be amended/changed once the complaint process has commenced.

Complaints Process

NOTE: An individual or group of individuals may withdraw the complaint at any time during the process. The withdrawal of a complaint must be in writing, signed by the individual or individuals making the complaint and dated.

It is important for all parties to the complaint process to make and keep written notes about the events.

All documents, materials, letters, notes, agreements, photos or other material, etc. that may have something to do with the complaint should be retained.

Big Brothers Big Sisters of Ajax-Pickering, at its discretion, may terminate the Complaint Resolution Process if the complainant refuses to put the complaint in writing and sign it, or refuses to co-operate in an investigation of the complaint.

Step 1

Provide a written statement of the complaint to the **Big Brothers Big Sisters of Ajax-Pickering**. This statement must be as precise as possible and at a minimum include:

- the nature of the complaint and allegations
- the name of the respondent(s)
- the relationship of the respondent to the complainant
- the date of the incident
- a description of the incident
- the names of any witnesses

Step 2

The Executive Director will review the complaint and will provide written acknowledgment of the receipt of the complaint.

The Executive Director will inform the respondent that a formal complaint has been received and provide the respondent with details of the complaint, including a copy of the written complaint and any other materials relevant to the complaint.

The respondent will be provided with adequate time (not exceeding 30 calendar days) to respond to the complaint.

Step 3

The Executive Director will attempt to resolve the complaint through an internal investigation or a mediation process.

If the allegations brought forward in the complaint is resolved, the Executive Director will take appropriate steps to enforce the agreed to resolution.

If the allegations brought forward in the complaint are not resolved, the Executive Director with consultation with the Board of Directors will initiate an investigation of the complaint or formal mediation by a third party neutral.

Step 4: Internal Mediation

Mediation can be effective in dealing with complaints of discrimination or harassment and require the willingness of the parties to the complaint to participate in the process.

At times, a reluctance to address the complaint through the mediation process is based on unfamiliarity with the process. When mediation is suggested, the parties should be advised that it is not a process under which an agreement is forced upon them, but is a process through which the complainant and the respondent can reach a mutually satisfactory agreement.

Unlike a court, the complainant and the respondent are permitted to explain their individual position including how the incident affected them.

The person selected to act as the internal mediator must not have any authority over the complainant or the respondent.

The internal mediator must be an individual who has not been a party to the original complaint.

The internal mediator must not be an individual who conducted the internal investigation of the complaint.

Step 5: Investigation of the complaint

If internal mediation cannot resolve the complaint, or if mediation was not undertaken, the Executive Director or a member of the Board of Directors may initiate a third party neutral investigation of the complaint.

All parties will be notified in writing that an investigation of the complaint has been initiated.

An investigation should be commenced as soon as possible after a failure to resolve the complaint internally. The investigation should be completed within 30 – 90 days after it has been initiated.

The investigator will treat the complaint with strict confidence.

The investigator will:

- Provide time frames to the complainant, the respondent and **Big Brothers Big Sisters of Ajax-Pickering**.
- Provide information on the process
- Determine what information required
- Require access to all documents and material related to the complaint and the response
- Determine what information will be shared
- Prepare and investigation report within 30 days of completion of the investigation
- Make a recommendation for further action
- Provide information on what remedies are possible
- The investigator will file a final report with the Executive Director and/or the Board of Directors

Step 6 - Decision

Upon the completion of the investigation, the investigator's report will be given to the Chair of the Board of Directors. The Board of Directors will review the investigation report and inform the parties to the complaint in writing of the outcome of the report.

The Board of Directors, with the Executive Director will take any corrective and/or disciplinary measures necessary.

Step 7

Upon receipt of the outcome of the investigation, individuals, or groups of individuals with the same complaint may take a complaint based on one of the enumerated grounds to the Ontario Human Rights Tribunal for resolution.

Assaults

Assaults, including sexual assaults are covered by the Criminal Code and all such cases, without exception, will be reported to the police.

False Accusations

Malicious complaints by an employee or volunteer will not be tolerated and complainants may be subject to discipline including termination for cause.

Where a malicious and groundless complaint is made by an individual or group of individuals external to the organization, **Big Brothers Big Sisters of Ajax-Pickering** reserves the right to take any and all action deemed necessary to protect the organization, including, but not limited to prosecution under the law.

Reprisal

Big Brothers Big Sisters of Ajax-Pickering will not permit any person representing the organization to engage in any activity deemed to be retaliation or retribution as a result of making a complaint.

Internal Investigators and Fact Finders

1. are expected to be impartial, objective and fair in any complaint process in which they are involved.

2. are expected to apply the established steps in the complaint process.
3. are expected to separate the complainant and respondents, hierarchically, physically, or both, for the duration of the complaint process
4. are expected to take the necessary action to ensure the confidentiality of complaints
5. are expected to assign investigators who are impartial and have no supervisory relationship with the parties, and are not in a position of conflict of interest.
6. are expected to ensure that both complainant and respondent have access to support and advice during the investigative and fact finding process associated with the complaint.
7. are expected to provide both the complainant and the respondent with all of the information to which they are entitled
8. are expected to ensure that corrective and disciplinary measures are taken, where warranted
9. are expected to ensure that no documents relating to the harassment complaint are placed in the personnel file of either party, other than a disciplinary letter in the file of the employee who is subject to a disciplinary measure

External Fact Finders and Investigators

When the complaint is of a serious nature, such as sexual harassment or discrimination or is made against any supervisor, manager, or a person in authority, a person external to the organization and knowledgeable in the investigation process should be brought in to investigate the complaint.

This will ensure a fair process to all parties.

A neutral investigator does not have any authority over any employee or manager and is only able to provide recommendations at the conclusion of the investigation process.

Depending on the nature of the complaint, the report may or may not be shared with the parties to the complaint.

Mediation Services

When internal complaint resolutions are not satisfactory, or the complaint is of a substantial or personal issue, external mediation services should be obtained.

This will ensure that all parties are treated on a fair and equitable basis.

The services of an external mediator should always be sought when there is a possibility of the complaint proceeding to a governing body or a Tribunal.



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Policy Manual

Policy Section DELIVERY	PROGRAMS & SERVICE	Policy Section # 7
Policy Name SERVICE DELIVERY MANUAL		Policy # 700
This policy applies to Board Members, Executive, Employees, Volunteers, Clients		Policy 2009 Revised 2012 Revised 2014

Please see the Service Delivery Manual for Program Policies and Procedures.



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Policy Manual

Policy Section	HEALTH & SAFETY	Policy Section #	8
Policy Name	HEALTH AND SAFETY STATEMENT	Policy	# 800
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

Source: Ontario Health and Safety Act

Big Brothers Big Sisters of Ajax-Pickering acknowledges that it has a duty and responsibility to provide and maintain a healthy and safe environment.

Big Brothers Big Sisters of Ajax-Pickering recognizes that an effective health and safety program, and the communication of the program to all employees, volunteers and clients is a sound business practice and an important indicator of leadership and managerial performance.

The key elements of **Big Brothers Big Sisters of Ajax-Pickering's** health and safety program are:

1. The assignment and delegation of roles and responsibilities for the development, implementation and maintenance of a viable health and safety program.
2. The development, implementation, maintenance and evaluation of policies, procedures and best practices on an annual basis in accordance with S 25 (2)(j) of the Ontario Occupational Health and Safety Act, R.S.O. 1990
3. Appropriate and timely training, instruction and information on the contents of the Health and Safety Program and Policies.
4. On-going Health and Safety training.

As defined by the Worker's Safety and Insurance Board, and Occupational Health and Safety Regulations, the goal of **Big Brothers Big Sisters of Ajax-Pickering** is to eliminate the risk of injury and/or occupational illness to employees and volunteers.

The directors and officers of **Big Brothers Big Sisters of Ajax-Pickering** are committed to maintaining health and safety and the well-being of all employees, volunteers and clients.

HEALTH AND SAFETY IS A SHARED COMMITMENT AND RESPONSIBILITY OF EACH INDIVIDUAL PARTICIPATING IN THE ACTIVITIES UNDER THE DIRECTION OF THE BIG BROTHERS BIG SISTERS OF AJAX-PICKERING.

Signature of Board Chair

Date



Big Brothers Big Sisters
of Ajax-Pickering

Policy Manual

Policy Section	HEALTH & SAFETY	Policy Section # 8
Policy Name	HEALTH AND SAFETY IN ONTARIO	Policy # 801
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy September 2008

Source: Ontario Health and Safety Act

The Ontario Occupational Health and Safety Act came into force on October 1, 1979. The purpose of this act is to protect workers against health and safety hazards on the job.

Workers and employers are required to share the responsibility for occupational health and safety.

The Occupational Health and Safety Act has two important provisions:

1. the requirement for employers to have a health and safety policy and program in place
2. the direct responsibility of employers and officers for health and safety.

Workers have the right to be part of the process of identifying and resolving workplace health and safety concerns.

Workers have the right to know about any potential hazards to which they may be exposed, including the right to be trained and to have information on machinery, equipment, working conditions, processes and hazardous substances.

Workers have the right to refuse work that they believe is dangerous to either their own health and safety or that of another worker.



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Policy Manual

Policy Section	HEALTH & SAFETY	Policy Section # 8
Policy Name	EMPLOYER'S RESPONSIBILITIES	Policy # 802
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy September 2008

Source: Ontario Health and Safety Act

Big Brothers Big Sisters of Ajax-Pickering will take all reasonable steps to ensure that all employees and others under its control have a safe and health work environment.

Big Brothers Big Sisters of Ajax-Pickering will prepare a written occupational health and safety policy, review and update the policy at least once each year and set up a program to implement the policy as required by Section 25(2)(j) of the Occupational Health and Safety Act.

Big Brothers Big Sisters of Ajax-Pickering will not employ underage workers [less than 15 years of age].

As the employer, **Big Brothers Big Sisters of Ajax-Pickering** recognizes its obligation to:

1. Instruct, inform and supervise workers to protect their health and safety.
2. Post in the workplace a copy of the Occupational Health and Safety Act as well as policies that outline the rights, responsibilities and duties of workers.
3. Provide translation of the Occupational Health and Safety Act as well as policies and outlines if requested to do so.
4. Assist in medical emergencies by providing information, and if required, providing confidential business information, to a qualified medical practitioner who requests the information in order to diagnose or treat any person.
5. Appoint only competent persons as supervisors.



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Policy Manual

Policy Section	HEALTH & SAFETY	Policy Section #	8
Policy Name	RESPONSIBILITIES OF MANAGERS AND SUPERVISORS	Policy #	# 803
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

Source: *Ontario Health and Safety Act*

Who is a supervisor?

A supervisor is anyone who has either charge of a workplace or authority over a worker.

Legal Duty of supervisor

Supervisors have a general legal duty to take **every precaution reasonable in the circumstances** to protect workers. Under the Ontario *Occupational Health and Safety Act* and the *Criminal Code* supervisors have a legal obligation to make every effort to ensure workplace safety .

The responsibilities of individual supervisors depends on the type of work being performed and on the size and nature of the work unit.

Supervisors have the following specific duties as outlined in the Occupational and Safety Act and regulations.

- Managers and Supervisors are required by law to be familiar with the provisions of the *Occupational Health and Safety Act* and regulations and the Employer's health and safety policies and procedures as they apply to the workplace under their control.
- Managers and Supervisors must be aware of *possible* health and safety hazards in the workplace. Workers must be advised of possible workplace hazards prior to undertaking the work assignment.
- Managers and Supervisors must ensure that all equipment, materials and protective devices as required by regulation are provided to workers and that all equipment, materials and protective devices are maintained in good condition.
- Managers and Supervisors are required to ensure that all workers under their

- control follow all workplace policies and procedures
- Ensure that workers comply with the Occupational Health and Safety Act and its regulations
- If required, provide the worker with written information and instructions about the measures and procedures to be taken for the worker's protection
- Take every precaution reasonable in the circumstances for the protection of workers
- Managers and Supervisors are required to maintain an up-to-date inventory of all designated substances, hazardous materials and hazardous physical agents present in the workplace
- Managers and Supervisors must ensure that hazardous materials known to be in the workplace are identified and labeled as prescribed by WHMIS Regulation
- It is the responsibility of managers and supervisors to ensure that material safety data sheets (MSDS) are readily available for all hazardous materials present in the workplace
- When there is a workplace injury, managers and supervisors must ensure that prompt medical attention is provided and they are required to immediately reports circumstances of the injury to the Executive Director.



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Policy Manual

Policy Section	HEALTH & SAFETY	Policy Section #	8
Policy Name	RESPONSIBILITIES OF EMPLOYEES	Policy	# 804
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

Source: *Occupational Health & Safety Act*
Workplace Safety & Insurance Act, R.S.O. 2000

Who is a worker?

A worker is a person who is paid to perform work or supply services. Thus all employees are workers. Where students are paid to perform work, they become workers under the Act.

Workers are required to

The Occupational Health and Safety Act requires that workers:

1. Comply with the provisions of the *Occupational Health and Safety Act, the Criminal Code* and regulations.
2. Workers are required to immediately report to their supervisor or manager any contravention of the *Occupational Health and Safety Act* or regulations
3. Workers are prohibited from using or operating any equipment, machine, or device or work in a manner that could endanger themselves or any other worker.
4. Workers are strictly prohibited from engaging in any prank, contest, feat of strength, unnecessary running or rough and boisterous conduct.

Unacceptable behaviour by employees (workers)

An worker who is found to be engaging in any prank, contest, feat of strength, unnecessary running or rough and boisterous conduct [Section 28(2)(c)] will be subject to immediate written discipline for a first offence and termination on any subsequent offence



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Policy Manual

Policy Section	HEALTH & SAFETY	Policy Section #	8
Policy Name	SEVERE WHEATER CONDITIONS	Policy	# 807
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2008

Source: *Occupational Health & Safety Act*
: *Internal Policy*
Ontario Emergency Preparedness

Severe weather conditions can disrupt the operations of **Big Brothers Big Sisters of Ajax-Pickering** and interfere with work schedules.

Severe weather can endanger employees' well-being.

If extreme weather conditions require closing the facility, employees and volunteers will be notified by their supervisor, manager or other designated individual of the agency.

In the event that weather or traveling conditions delay or prevent an employee or volunteer from reporting to work, the employee is required to notify their manager or supervisor as soon as possible.

In the event that an employee is delayed or unable to report for work due to severe weather conditions, and the facility is officially open, the employee will be expected to use available vacation time or leave without pay.

Source: *Occupational Health & Safety Act, R.S.O., 1990 R.R.O 231 s.35*



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Policy Manual

Policy Section	HEALTH & SAFETY	Policy Section #	8
Policy Name	CONCUSSION PREVENTION AND MANAGEMENT	Policy #	800
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	September 2014

CONTEXT:

Big Brothers Big Sisters of Ajax-Pickering takes the health and well-being of all participants in sport and recreation activities seriously and is committed to helping all employees, volunteers, and clients succeed and lead safe, healthy, productive, and active lives.

We all have a role to play in ensuring the safety of those participating in physical activity and for encouraging and motivating participants to assume responsibility for their own safety and the safety of others.

Awareness of the signs and symptoms of concussion and knowledge of how to properly manage a concussion is critical to recovery and helping to ensure the individual is not returning to physical activities too soon, risking further complications.

A concussion is a clinical diagnosis made by a medical doctor. It is critical that someone with a suspected concussion be examined by a medical doctor or nurse practitioner.

DEFINITION:

A concussion:

- is a brain injury that causes changes in how the brain functions, leading to symptoms that can be physical (e.g., headache, dizziness), cognitive (e.g., difficulty concentrating or remembering), emotional/behavioural (e.g., depression, irritability) and/or related to sleep (e.g., drowsiness, difficulty falling asleep);
- may be caused either by a direct blow to the head, face or neck, or a blow to the body that transmits a force to the head that causes the brain to move rapidly within the skull;
- can occur even if there has been no loss of consciousness (in fact most concussions occur without a loss of consciousness); and,
- cannot normally be seen on X-rays, standard CT scans or MRIs.

POLICY:

All service delivery employees, mentors, and volunteers engaged in supervising physical activities will be provided with the Concussion Guidelines outlined by Ministry of Tourism, Culture and Sport. A review of these guidelines will be completed prior to any individual leading, coaching, or supervising physical activities and sport.

PROCEDURE FOR RESPONDING TO SUSPECTED CONCUSSION:

INITIAL RESPONSE – Removal from Physical Activity:

An individual responsible for those who are participating in organized physical activity who believes that, following a blow to the head, face or neck, or a blow to the body that transmits a force to the head, a participant in the activity may have suffered a concussion needs to take immediate action. (**see**

For a participant who is **Unconscious**:

- Initiate emergency action plan and **call 911**.
- If applicable, contact the child/youth's parent/guardian to inform them of the injury and that their child is being transported to the hospital.
- Stay with the individual until Emergency Medical Services arrives.
- Monitor and document any physical, emotional and/or cognitive changes.
- Even if consciousness is regained, he/she needs to be examined by a medical doctor or nurse practitioner. (**see steps below for someone who is conscious**)

For a participant who is **Conscious**:

- Remove the participant from the activity immediately.
- If signs are observed or symptoms are reported, **a concussion should be suspected**.
 - If a concussion is not suspected (i.e., signs are not observed and symptoms are not reported), the participant may resume physical activity; however, if applicable, a parent/guardian should be contacted and informed of the incident.*
- If applicable, contact the parent/guardian and inform them of the injury and the need to be examined by a medical doctor or nurse practitioner.
- Stay with the injured participant until a parent/guardian or emergency contact arrives.
- Monitor and document any physical, emotional and/or cognitive changes.

* Remember: signs and symptoms of concussion may appear within hours or days of the injury.

MEDICAL EXAMINATION:

Following examination by a medical doctor or nurse practitioner and prior to the individual returning to physical activity, the coach, administrator and/or supervisor must be informed of the results.

- If **No Concussion** is **Diagnosed**: the participant may return to physical activities.
- *or*
- If a **Concussion** is **Diagnosed**: the medically supervised gradual Return to Physical Activity

RETURN TO PHYSICAL ACTIVITY (following a diagnosed concussion):

A participant with a diagnosed concussion follows a medically supervised and individualized gradual Return to Physical Activity plan.

It is critical to recovery that the individualized plan be developed through a collaborative team approach. This team should include:

- the concussed individual
- her/his parents/guardians (if applicable)
- his/her coach, administrator and/supervisor
- school staff, including teachers, coaches etc. (if applicable)
- a medical doctor or nurse practitioner

Ongoing communication and monitoring by all members of the team will be essential to successful recovery.



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Policy Manual

Policy Section	Fundraising & Finance	Policy Section #	9
Policy Name	Fundraising	Policy #	901
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	June 2012

PURPOSE

The purpose of the Fundraising Policy is to ensure that Big Brothers Big Sisters of Ajax-Pickering (BBBSAP) has created and supports a strategy, plan and process that effectively represents the best interests of BBBSAP as it relates to soliciting and generating revenue on behalf of the organization.

Further, the Fundraising Policy provides direction and parameters to both staff and board members on conducting business on behalf of BBBSAP. The policy is in place to ensure the ethical adherence to fundraising by way of fundraising solicitation and tactics that are compliant with the Code of Conduct of fundraising as defined by the Association of Fundraising Professionals.

SCOPE

The policy applies to those individuals or committees involved in the services/act of fundraising on behalf of BBBSAP:

1. BBBSAP Personnel
2. Board members
3. Volunteers

POLICY/GUIDELINE:

Who is responsible:

The Executive Director is responsible for the sourcing and development of prospects with the approval of the Board of Directors. The Executive Director must approve the prospect list prior to contact. Assignment of prospects is the responsibility of the Executive Director.

Fundraising budgets and business plans

The Executive Director with the support of the Fundraising Committee will develop and implement annual fundraising goals and strategies to fund ongoing and special projects to ensure financial stability for BBBSAP. The Executive Director and Board of Directors will approve all budgets and new fundraising initiatives.

Managing fundraising results:

The Executive Director will track fundraising results against the annual plan and provide a detailed report to the Fundraising Committee on a regular basis.

Risk/Exposure Management:

The Executive Director under the direction of the Board of Directors will work to ensure a diverse revenue stream is maintained at all times to reduce financial risk and exposure.

Code of Ethical Fundraising:

The Executive Director, Board of Directors, and all representatives of the agency, will adhere to a code of ethical fundraising as outlined by the Association of Fundraising Professionals and Imagine Canada. BBBSAP will engage in fundraising activities with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust.

Restrictions on Donor relationships:

As a guiding principle, BBBSAP should only pursue and accept funding that does not cause us to detrimentally change the way in which we work. BBBSAP will not actively solicit financial, in-kind or other support from organizations whose activities undermine or are widely believed to undermine our mission, vision and values. We will not accept funding from tobacco companies as their product cannot be consumed in a responsible or safe way and leads to a demonstrated addiction is cross-purposes to our mission and values. We will consider funding from companies such as breweries, insofar as they have a demonstrated and public education program to promote responsible drinking among youth and other age groups. Our one caveat in accepting funding would be that we would not permit product sampling by our program participants since they include under-age youth. Advertising would be limited to printed materials for distribution and not include such items as T-shirts or other items that might be used by the children and youth.

Sponsorship policies, restrictions and guidelines

This section is currently under review to ensure BBBSAP's is adhering to both Big Brothers Big Sisters of Canada and United Way guidelines.

Sub-Committees – who creates, how do we solicit, who manages, who leads, etc.

Our working groups would consist of a Board appointed Chair for new fundraising committees. Solicitation for members will take place using Charity Village, Boardmatch, DiverseCity, BBBSAP website, and corporate donors and sponsors.

Evaluation of plans/events/committees/volunteers:

Develop job descriptions with/for committee and volunteer roles.
Develop a post event analysis template or survey to be completed by volunteers and committee members.

Effective record management:

Increase financial accountability and data security through effective records management and accurate reporting. The Administrator to ensure controls are in place regarding data entry processes and users.

Financial reporting:

The Executive Director to provide monthly financial reports to the Board a minimum of 3 business days prior to Board meetings.

DEFINITIONS

Fundraising – The soliciting or receiving of monies, resources or other benefits from organizations, trusts or individuals in support of the operation or good works of your organization.

Solicitation – A request for a sum of money or product; "an appeal to raise money for your agency"

Prospect Clearance – A procedure that exists within the organization's fundraising plan for two reasons:

1. To ensure the rights of donors and volunteers to be approached in a respectful and professional manner by different levels and locations of the organization.
2. To ensure that the right of the donor to have full choice in available donation, sponsorship and volunteer options exists.

Prospect Management - The processes and procedures that govern the creation, maintenance, and deletion of prospects from fundraisers' portfolios. Prospect management includes all aspects of the prospect process including research and biographical information obtainment and updating.

Major Gifts – A gift of significant amount (size of gift may vary according to organization's needs and goals); may be repeated periodically

Special Events – Where an organization develops an event or series of events that are managed and executed by the organization for the purposes of raising money to support the program delivery and general operations of organization, the event is considered a Special Event. These special events can also have a secondary purpose of drawing attention or public awareness to the organization.

Third Party Events – A Third Party event is developed, organized and conducted on behalf of the organization by an outside individual, corporation, agency, etc. The purpose of this form of event is to raise funds for the organization. The event, although happens outside of BBBSAP, must be approved by the board of directors.

Annual Campaign – Where an organization each year executes an annual campaign to solicit donations to the organization.

CRM – Or Cause Related Marketing – a special project is launched by the organization in conjunction with a corporation, organization or individual that has a marketing/retail/consumer element to it.

Direct Marketing – Solicitation of funds, resources, or services by way of direct marketing through a strategic mail campaign, or internet campaign

Sponsorship – Sponsorship is a business relationship between a provider of funds, resources or services and an individual, event or organization, which offers in return rights, and association that may be used for commercial advantage in return for the sponsorship investment.

REFERENCES

- Association of Fundraising Professionals
- Imagine Canada



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Policy Manual

Policy Section	Fundraising & Finance	Policy Section # 9
Policy Name	Finance	Policy # 902
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy February 2007 Updated on: October 6, 2009

Policy & Procedures

Administrative processes are documented and reviewed annually through the Governance & Finance Committee of the Board

Financial Control

Yearly budgeting process prepared by Executive Director and Treasurer, approved by Administration and Finance Committee and then by Board of Directors.

Board reviews and approves financial statements on a monthly basis.

Board, in conjunction with Treasurer reviews the draft audited financials

Annual General Meeting where Treasurer and Auditor present audited financial statements & notes for approval.

Cash/Banking Policy

Monthly bank reconciliation reviews are completed by the Treasurer or another Board Representative, banking transactions in accordance with policy of Royal Bank and Board Resolution for signing authority changes.

Current signing officers (2014) are: Executive Director, President, and Secretary.

Staff member responsible for the issuance of cheques, do not have access to the accounts of the Agency. All cheques are serially numbered and accounted for by the QuickBooks financial system. All cheques are signed by two authorized officers.

Payroll

The payroll system is outsourced to an external service provider (ADP). Basic controls include segregation of duties between authorization to add/delete or modify a payroll record and accounting for the payroll expense (reviewed by the Executive Director). Attendance time sheets prepared by staff and are reviewed by the Executive Director prior to payroll submission to the service provider. Paylist of payments made is received by the Executive Director for review prior to entry into the financial system.

Receivables

Invoices (if applicable) are generated by the Agency for any sponsorship or outstanding fund raising events.

Safeguarding of Capital Assets

Properly managed, maintained, and controlled. All assets purchased are generally expenses (unless greater than \$1000)

Payables

Properly approved invoices/cheque requisitions with signature to verify receipt and prices.

Numbered cheques issued with two signatures of authorized signing officers on all cheques. See banking above.

Petty Cash

Big Brothers Big Sisters of Ajax-Pickering maintains a small amount of Petty Cash for the event of emergency requirements. At no time may Petty Cash to be used for employee cash advances or to meet personal expenses.

Any misuse of the Petty Cash fund will result in disciplinary action up to and including termination for cause.

Reimbursement for expenses

Requests for reimbursement for the purchase of supplies is to be made to the Executive Director. All requests for reimbursement must be accompanied by a receipt.

OTHER:

- Signing Authorities - Currently on file with Royal Bank
- Investment Manager - Royal Bank
- External Auditor - Appointed at the AGM by Board of Directors-currently Smith, Chappell, Marsh, Vilander LLP, Chartered Accountants
- Revenue Canada Annual Charity Return - Agency reports financials and programs to Revenue Canada annually due June; public report
- Information Technology - The Agency (through Governance and Finance Committee) insures access control security and system back up arrangements are in place for all computer applications and data on site.
- Insurance Coverage - Covered under policy with provider for Property, Directors, Errors & Omissions, Business Continuity
Coverage, risk management reports and financial claims history reviewed annually with Board of Directors
- Statutory Remittances - All remittances for CCRA are made on a monthly basis by ADP on behalf of the Agency and reconciled by the Treasurer; all other returns (GST) completed when due.

- Risk Management Fundamentals
 - independent audit
 - policy manual and internal control/accounting framework
 - independent investment manager
 - monthly and annual financial statements prepared and presented to Board
 - adequate insurance coverage
 - guidelines for money transactions (daily deposits, monthly bank reconciliations)
 - governing legislative acts eg. Income tax, employment standards, HR policies, etc
 - confidentiality, privacy and security of information

- Donation Receipts - All donations to Agency currently manually signed by Executive Director
- All receipts conform to CCRA standards - All receipts generated through in house software developed by BBBS National Office

On line donations and receipts secure through outside service provider Kintera.



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Policy Manual

Policy Section FUNDRAISING & FINANCE	Policy Section # 9
Policy Name SPENDING LIMITS	Policy # 903
This policy applies to All Board Members, Executives, Employees, Volunteers & Clients	Policy Date October 2008

Source: Board of Directors

Purpose

The purpose of this policy is to set out administrative spending limits within the current budget limits.

Policy

The Executive Director is permitted to spend within the limits of the most recent approved annual budget.

The Executive Director is responsible for maintaining a positive balance of funds as established in the annual budget, and that no disbursements will be made unless funds are available.

Spending outside the budget

The Executive Director is permitted discretionary spending of three percent (3%) of the total annual budget. This discretionary spending is only permitted when there are sufficient funds available to cover special costs.

Spending in excess of the permitted allocation of funds as set out in the most recent annual budget must be approved by the Board of Directors or Executive Committee prior to the actual spending of the funds.



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Policy Manual

Policy Section	Communications	Policy Section #	10
Policy Name	Crisis Communications	Policy #	1001
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	2009 Updated 2012

The agency has established a communications protocol to allow for fast, responsible and compassionate interaction with key stakeholders and the media in the event of a crisis.

This protocol is designed to guide BBBSAP board and staff on how to respond to serious occurrences such as:

- Accidents involving injuries or Death
- Alleged Sexual Harassment
- Alleged Sexual/Physical Abuse

The purpose of this plan is to provide direction on communication with internal and external stakeholders. It is a companion document to the procedural guidance required by the National Standards of Big Brothers Big Sisters of Canada.

BBBSAP's internal and external communication should be as open and transparent as possible while ensuring the safety and well-being of the children, families, volunteers, and agency staff. In the event of a crisis, direction and decision-making will flow from the board of directors. Direction and decision-making are based on the following guiding principles:

React – Review who will do what, when. With a prompt, well thought-out response, we can minimize speculation and potential damage to our reputation.

Respond – State our position. Emphasize the good. Focus on BBBSAP's good name and long-standing reputation in the community. Highlight our many years of community service and positive accomplishments.

Return – Resume normal operations as soon as possible. Consider involving professional counsellors to help staff and board process and resolve their experiences.

All agency spokespersons shall receive media interview skills training and crisis communications training.

React:

1. Once BBBSAP's Executive Director is made aware of the situation, he or she shall alert the Board President. At a minimum, the Executive Director will consult with the Board President and legal counsel to establish the agency's position on the incident.
2. Other individuals will be informed and involved as appropriate. A course of action will be discussed and approved by the Executive Director. This will include a review of what steps must take place in an effort to resolve the crisis. The course of action to be taken will be documented in writing.
3. In the event of an abuse allegation against a volunteer, that volunteer shall be suspended from further involvement with the agency until a complete investigation has been conducted and determination rendered. The agency will refrain from making any determinations regarding an allegation until the investigation is complete.
4. The Agency may consider hiring a public relations consultant with expertise in Crisis Communications.

Respond:

1. BBBSAP will respond to the incident / event in question within 24 hours or as soon as reasonably possible.
2. As per BBBSC's Serious Occurrences Policy, the Executive Director will be the designated spokesperson for all communications. If s/he is not available, the Board President will act as spokesperson. No one other than the designated spokespersons shall speak to the media or other stakeholders.
3. Prior to any external communication with the media or other stakeholders, the spokesperson shall alert the following (as necessary):
 - Staff
 - Insurance Agent
 - National President of Big Brothers Big Sisters of Canada
 - Regional Executive Director of Big Brothers Big Sisters of Canada
 - Child Welfare Authorities
 - Law enforcement authorities

BBBSAP should be cognizant that if the media is unable to contact the Agency directly, they may contact affiliated parties & agencies. We may also wish to contact third parties who are deemed experts in their field. Depending on the nature of the incident, this could include health authorities, government agencies, or similar agencies.

4. Staff members will be directed on how to respond to external inquiries, including match participants calling in with questions, and if necessary will be provided with a script. Staff must not make any personal comments on the matter in their professional or private phone, email, fax or other correspondence.
5. If necessary, BBBSAP's outgoing telephone message shall be changed by the Program Administrator.
6. If necessary, the Executive Director shall coordinate changes to BBBSAP's website.
7. The merits of distributing a media release will be discussed.
8. If a media release is the decided course of action, the spokesperson will write the media release (containing the agency's statement and fact sheet) which will be reviewed by legal counsel. The release will deal with pertinent known facts and will avoid speculation. If children and volunteers are involved it will indicate the nature of the assistance being offered to the affected parties. It will inform the media directly and honestly.

9. If necessary, a press conference will be held. If this is to occur the spokesperson will then contact other relevant stakeholders informing them of the facts of the situation in a fashion similar to the media release. These may include relevant:

- school partners
- volunteers and families
- other BBBS agencies
- MP/MPP
- United Way and other sponsors and donors

10. As per BBBS's Serious Occurrences Policy, the Executive Director shall ensure that any and all documentation including the case file is in order.

11. The requisite forms should be submitted to BBBS Canada within three working days.

12. The Executive Director or designate may, after consultation with Big Brothers Big Sisters of Canada and its insurance provider, refer the affected parties to appropriate counselling resources, and may assist the parties in accessing the resource of their choice.

Return:

It is important to remember that while the initial crisis may pass within a few days, there may be resultant impacts that revive the issue. For example, in the case of an accident, updates on victims' conditions, etc., could result in additional attention from the media. Or, in the case of alleged abuse, court appearances and sentencing hearings could result in additional attention from the media. In these situations, the React, Respond and Retain guidelines should be followed as necessary and with the appropriate level of urgency.

1. The agency's phone message should be reverted
2. The agency's website should be reverted.
3. The agency leadership has debriefed the crisis, including an evaluation of the effectiveness of the crisis plan, to determine what steps need to be taken to avoid the same kind of crisis in the future, and adjustments are made as necessary.
4. Counseling assistance to staff and others is provided if necessary.
5. Insofar as it does not hamper any official investigation, the Executive Director or designate may maintain contact with the volunteers / families to offer support and assistance until such time as this is no longer necessary.

Contact Information

Primary		
Melanie Stewart	BBBSAP Executive Director & Agency Spokesperson	905-831-3777
Tracy Axford	BBBSAP Board President & secondary Agency Spokesperson	
Lai-King Hum	Legal Counsel	
Karen Shaver	BBBS Canada President & CEO (Interim)	905 639-0461

Sample External Communication Templates

To be communicated verbally

To be changed as necessary to reflect context and time frame

Agency Response to Recent / Past Child Sexual Abuse Allegation

We are shocked and deeply saddened by the news that one of our volunteers/staff members has been identified in connection with an allegation of sexual abuse. We express our sympathy to all of those affected. We are cooperating fully with the authorities investigating this situation.

As you know the safety of children is our number one priority. Every staff member or volunteer is thoroughly screened through a series of professional checks and interviews prior to his or her employment or acceptance as a volunteer. Big Brothers of Ajax-Pickering has zero tolerance for abuse and we will continue to refine our practices to ensure the safety of all the children we serve.

Criminal Allegation Against Former/ Current Agency Volunteer/Staff

We are aware of the recent allegations against a former (staff, volunteer, board member, etc). The person involved in these allegations is not currently employed / a volunteer with our agency. Then, pick up language from above.

Agency Being Sued

This matter is currently in the legal process and we are not able to comment on it except to say that we are cooperating fully with the appropriate authorities. We would like to emphasize that the safety and welfare of children is our number one priority and has been since 1973 when Big Brothers Big Sisters of Ajax-Pickering was founded.

Sample Memo to Board Members & Staff

TO: Members, BBBSAP Board of Directors and Staff

FROM: XXXX, Board Chair

DATE:

I have been advised today by the _____ Police Department that it is conducting investigations into allegations of sexual abuse which allegedly occurred in the course of Big Brothers Big Sisters of Ajax-Pickering activities between _____ and _____.

Investigating officers have indicated that the allegations centre around the conduct of a former / current volunteer and they anticipate charges will be laid. They are currently asking former members to come forward if they have information which may be pertinent to the investigation.

We are in the process of formalizing a plan to deal with anticipated public reaction. In general, it has been agreed that inquiries from match participants or the public at large will be handled:

1. By a named spokesperson through whom all information will be channelled;
2. By acknowledging Big Brothers Big Sisters of Ajax-Pickering's awareness of the investigation and determination to cooperate with the investigating officials as required.
3. By providing assurances that our agency has policies, procedures, and police screening in place designed to protect as much as possible the children and families who place their trust in us.

I will keep you informed of any further development. Any inquiries from the media or the public should be referred to me directly.

Press Release Template I: Allegation of Abuse

(To be released to the media in response to their request for information following the allegation of abuse)

Press Release

XXXXX, Board Chair of Big Brothers Big Sisters of Ajax-Pickering, confirmed today that it is his understanding that an allegation of sexual abuse has been made against a former/current volunteer of the agency.

XXXXX indicated that the agency has just learned about the allegation and no further comment can be made until all the facts are known. She stated that his agency will fully cooperate with authorities. She is also committed to communicate with the public as promptly and fully as he possibly can.

XXXXX emphasized that his agency requires both CPIC (Canadian Police Information Centre) and Vulnerable Sectors police screens of all potential staff and volunteers. The agency has comprehensive policies and procedures in place that are designed to protect children and youth from all forms of abuse.

XXXXX indicated that these were difficult times for all public and private agencies who strive to maintain a balance between the legitimate desire to encourage children to develop a sense of trust towards adults, and the need to protect them from harm by the small minority of adults who would dishonour that trust.

XXXXX said Big Brothers Big Sisters of Ajax-Pickering extends its sympathy to those involved. The agency is conscious of its responsibility to young people and their families, and will continue to take every possible precaution to safeguard its members.

Press Release Template II: Laying of Charges

(To be released to the media in response to their request for information following the laying of charges)

Press Release

Tracy Axford, Board President of Big Brothers Big Sisters of Ajax-Pickering, confirmed today that it is his understanding that a former/current volunteer of the agency has been recently charged following a police investigation into sexual abuse allegations.

Axford stated that his agency has cooperated fully with the police throughout the investigation process, indicating that inasmuch as the matter is now before the courts, no further comment about the case can be made.

Axford emphasized that his agency completes police screens of all potential staff and volunteers who work with young people. As well, the agency has policies and procedures in place that are designed to protect children and youth from all forms of abuse.

Axford indicated that these were difficult times for all public and private agencies who strive to maintain a balance between the legitimate desire to encourage children to develop a sense of trust towards adults, and the need to protect them from harm by the small minority of adults who would dishonour that trust. Axford said Big Brothers Big Sisters of Ajax-Pickering is especially conscious of this responsibility to young people and their families, and will continue to take every reasonable precaution to safeguard its members.

Press Release Template III

(To be released when charges against a volunteer have been made public and the media requests information pertaining to their relationship to the agency)

Press Release

First Name Last Name was a volunteer in Big Brothers Big Sisters of Ajax-Pickering's _____ Program from _____ to _____.

First Name Last Name's volunteer agreement with Big Brothers Big Sisters of Ajax-Pickering was terminated on _____.

Designating and Preparing the Media Spokesperson³

1. Your media spokesperson is a key member of your management team who is your agency's voice to the public. This should be an individual able to maintain a calm, professional attitude when dealing with the media.
2. It is important that the media spokesperson has an understanding of Agency service standards, has access to all pertinent case files, and has knowledge of our legal liability in a particular situation.
3. Once the spokesperson(s) is selected, it is advisable that this person be educated on how to communicate with the media in the event of a crisis.
4. This person is the only person authorized to speak on behalf of the agency, or to respond to requests for information from the media.
5. Once selected, the spokesperson should begin specific study of all elements of the agency's operations, especially those relevant to the systems of service delivery and financial management. If a crisis situation arises in any other area of operations, the spokesperson should be clearly briefed regarding the procedures for that area before responding to the media.
6. The agency spokesperson should have access to all pertinent information.
7. Sending out a news release is advisable in some cases and not in others. Consultation should occur with a public relations advisor regarding the pros and cons of sending out a release versus having a prepared statement available for media contacting you. The media may wish a verbal statement by phone, a written statement, or an in-person interview. Consultation should occur with your public relations advisor to determine the best method and, if in-person, what the location should be and who should be present.

Additional Guidelines⁴

8. Be prompt: respond in less than 24 hours. Beyond that, the media and your stakeholders will have already reached their own conclusions, and your story (and ability to respond in the media) may no longer be newsworthy.
9. Be informative: Give all the facts you can. If you're responsible for a perceived problem, tell them what you're going to do about it. If you don't know yet, tell them what your plan is to figure it out, and assure your stakeholders and the media that you will keep them informed.
10. If you are asked a question and you don't know the answer, do not lie, do not speculate, do not predict. If you don't have all the facts, if you haven't had time to assess those facts, say so, thank the media for their concern, indicate that you will get back to them, and tell them when you will get back to them.
11. If you think you have all of the facts and you provide them to the media and in the process of the media interview are asked a question that you had not considered or for which you need additional facts, once again, say so.
12. If you discover you have made a mistake or given wrong information, get back in touch with the reporter and admit your error.
13. There is no such thing as "speaking off the record"; always assume that what you say will appear in the media;
14. Always ask if the conversation is being recorded and if the reporter is interviewing others to form his/her story.
15. Be transparent: keep everyone (including the media) in the loop; if you let them "fill in the blanks" – they will.
16. Be consistent: ensure all stakeholders (including your staff, board members and volunteers) are giving and receiving the same message.
17. Be smart: Look for a way to turn crises into opportunities. Crises make news and can provide a unique opportunity to profile your organization and reassert your mission and your values.

³ For further reference, see: "Vital Signs: Anticipating, Preventing and Surviving a Crisis in a Nonprofit", Nonprofit Risk Management Center, www.nonprofitrisk.org, 202-785-3891.