

Section 3: Human Resources

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HUMAN RESOURCES

3.A. Recruitment

3.A. 1: *Non-Discrimination in Hiring*

In compliance with the Human Rights Act, Kardel does not discriminate based on race, colour, ancestry, place of origin, political belief, religion, spiritual beliefs, marital status, physical or mental disability, sexual orientation, gender, age, or criminal or summary conviction that is unrelated to the employment or intended employment.

Policy:	Human Resources
Issued:	June 2008
Revised:	July 2010
Reference:	"Human Rights: A responsibility we all share": B.C. Council of Human Rights

3.A. 1 a) *Non-Discrimination in Compensation, Assignment of Work, and Promotion*

Compensation is commensurate with job duties and consistent within classifications and, where applicable, negotiated in the collective agreement. Work assignments are done in a fair and equitable manner. Promotions are based on performance evaluations (where applicable), interviews, and references. The issues of race, colour, ancestry, place of origin, political belief, religion, spiritual beliefs, marital status, physical or mental disability, sexual orientation, gender, age, or criminal or summary conviction that is unrelated to the employment or intended employment are not considered in relationship to compensation, assignment of work, and promotion.

3.A. 2: *Recruitment and Hiring Practices*

3.A. 2 a) *Recruitment Practices*

The Human Resource Department (HR) collects data/feedback on a regular basis from managers/designates or directors to determine the need for new staff members, the degree of the urgency, and the qualifications and experience of staff members most needed. The organization actively recruits externally for positions.

HR reviews and screens the resumes and makes a decision about proceeding to an interview. Only those selected for an interview will be contacted.

Resumes and applications not short-listed for interviews will be retained for one year, after which time the information will be destroyed in a secure manner.

HR ensures people who are qualified, and have submitted a resume, are provided with an application/information package and directions to the office for their interview.

- **Interviews:** Panel interviews are coordinated by Human Resources (HR). Whenever possible, the HR Director, two managers/designate and an individual supported participate in the interview. The HR director coordinates the interview panel for manager

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positions and other excluded positions.

- Candidates for frontline staff positions are requested to bring the following documentation to the interview if available: current First Aid/CPR Certificate; Class IV driver's license; driver's abstract, tuberculosis screening record; immunization record; and Community Support Worker/Educational Assistant (CSEA) certification or Health Support Worker; or proof of relevant education.
- HR informs the applicants that there will be a panel interview, as well as written questions to complete.
- Candidates are greeted before the interview and written questions are given to them to complete along with authorization forms for reference checks. The job description and a copy of the interview questions for review may also be provided.
- Interviewers review the application and resume and list questions on the interview document that arose from their review. Behavioural interviews are conducted based on recommended best practice. Questions may be forwarded from the individual supported in the home, based on their needs and we are asked to assist with appropriate matching. Responses are noted by the panel during the interview.

References

If permission has been granted on the application form to check personal, professional, and previous job placement, HR may proceed with reference checks for potential interview candidates prior to the interview, though this would ordinarily occur after the interview to follow up on questions that arise in the interview. Two references from past employment in a related field or a program instructor are required. Reference checks must be thorough and complete. Gaps in the employment record and any previous terminations are to be noted and explored fully. Explore fully any questions re: suitability for the position that arises from discussion with the references and previous employers.

- An applicant is recommended for hire based on the interview and reference checks. After the successful interview and reference checks, further training that may be needed is noted by the HR department and is forwarded to the manager/designate for follow up.
- For candidates not successful in the interview process, the HR department enters the results in the Resume Tracking Record. A letter of regret is sent, a copy of the letter is attached to the application, and is filed with resume and interview notes. The information is retained for one year and then securely destroyed.

3.A. 2 b) Hiring Practices

After the interviews and successful reference checks, the following is completed:

- Letter is sent to the successful candidate requesting submission of required documentation and the Kardel medical form. The successful applicant is asked to make an appointment with the Employee Scheduler (ES) when they have their documentation requirements completed.
- The successful applicant fills out the personnel and payroll forms at their appointment

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and all the required documents are gathered.

- Documentation is forwarded to Payroll: Personnel Information, TD1 Personal Tax Credits Return, Request for Payment by Direct Deposit, Municipal Pension Plan declaration, Hospital Employee's Union Application for Membership, Application for Registration in a Group Home's On-Call List, (where relevant). (? This is confusing)
- The applicant receives their hiring letter and is advised of their Kardel email, how to access the email and ShareVision account. A copy of the hiring letter is kept on the personnel file.
- Employees are advised when the next scheduled Central Orientation will be held. For HEU members, the Notice of Availability form is reviewed.
- Based on the employee's qualifications, experience, and the needs of the organization, the HR department will determine what home base to assign to the new employee. The ES will contact the manager to arrange orientation.
- Once payroll has entered the new employee into the payroll system, the ES sets up a personnel file for the new employee.
- The ES enters the dates of the new employee's documentation in the database. This includes: CPR/First Aid expiry dates, evaluation dates, credentials, TB/Medical Note, Criminal Record Check, and Driver's Abstract expiry date.
- The HR Department is responsible for ensuring In Home Orientation Checklists, (including surveys) are signed and placed on the personnel file. Surveys are forwarded to The Director of Programs and Quality Assurance.
- The name of the oriented staff member is forwarded to the ES to ensure that the staff member is included on appropriate call out lists. For excluded managers, Home Share Coordinators, and office staff members, the directors are responsible for completion of the orientation checklist.

3.A. 2 c) Recruitment/ Hiring/Work Force Monitoring Practices: Responsibilities of Managers

- Managers/designates will seek input from the individuals supported regarding their opinions, about the attributes they consider helpful or unhelpful in staff members, including permanent, casual, volunteers, and students.
- Part of the manager/designates' role is to ensure that the proper "fit" is made between staff recruited and the needs of the individuals in the home/program. Part of the director's role is to ensure an appropriate fit is made with the home/program or office position.
- Any manager may review resumes submitted and bring any prior information or questions regarding the candidate to the attention of the HR department.
- It is expected that the manager/designate will keep the HR department informed of needs within the home since the HR department will assign the home.
- The manager/designate may submit questions pertinent to the wishes/desires of the individuals supported to be included in the interviews.

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- When the manager/designate has been informed that their home has been selected as home base and orientation may begin, the manager/designate contacts the new employee and arranges the orientation. The manager/designate becomes the “Home Base Manager.”
- Each manager/designate ensures that the new employee completes the In-Home Orientation Checklist and Survey and forwards it to the HR department who tracks orientations. The director ensures the new managers/office excluded staff orientation checklist is complete.
- The home base manager/designate becomes responsible for tracking the probationary employee and for ensuring that the employee performance evaluation form is completed prior to them working an overnight shift and prior to completion of the probationary period. The directors complete the managers’ Home Share Coordinator or excluded office staff performance evaluation. (this is unclear—do the directors complete three different evaluations or two evaluations, started by a manager?)
- The probationary period is three months based on a full-time schedule. However, employees who work less than full time shall serve a probationary period of 520 hours or six months (whichever is less).
- All managers/designates who have the candidate registered in their home/program participate in the new employee’s ongoing evaluation within the probationary period. All managers are expected to contribute to the performance evaluation at the end of the probationary period. The home base manager/designate facilitates this process.
- Managers/designates will consult regularly on the progress of probationary employee(s). This may include suitability of match, training needs, and availability. Direct contact/observation and check-ins with the new employees as well as discussion with individuals supported and home/program staff are critical in assessing suitability and performance.
- Payroll is notified of posting awards for regular or temporary awards. Employees who post into regular or temporary positions may require a change in home base.
- Managers/designates receiving new or post-probationary employees into their home/program should review personnel files prior to an employee commencing work. This will assist the manager/designate to support and coach more effectively.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Revised:</i>	<i>May 2000, June 2001, March 2002; January 2004; Sept 2004; Dec 2004; June 2009; March 2014</i>
<i>References:</i>	<i>Collective Agreement HEU Casual Addendum CSEEA’S Self-Help Series: The Selection Process May 1996</i>

3.B. Conditions of Employment and Recognition of Prior Experience and Educational Qualifications

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3.B. 1: First Aid/CPR

New employees are required to have First Aid/CPR certification as a condition of employment. All staff members who support individuals are required to have a current First Aid/CPR Certificate from a certified instructor who meets CCFL requirements. Kardel offers a recertification training course throughout the year for staff. The HR department tracks certificates.

Recertification will be required on or before the expiry date of the current certificate. Employees with expired certificates will be considered unavailable for work. First Aid/CPR recertification is offered several times a year for Kardel employees. As per the requirements of the Community Care and Assisted Living Act, a copy of a current First Aid/CPR Certificate must be on personnel files for people working in licensed facilities.

The First Aid/CPR recertification registration cost is paid for all employees of Kardel. Employees will be paid their regular hourly rate for attendance at the recertification course offered internally. Training does not trigger overtime. Staff members, through their manager/designate, are to pre-register for the course prior to the expiration of their certification.

Employees who choose to complete training by an alternate provider will be reimbursed by the company as if they had completed the recertification through Kardel. Original receipts for recertification with appropriate documentation for completion of the requirement should be forwarded through the manager/designate to the HR department at Kardel office.

Policy Group	Human Resources
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Reference:	Adult Care Regulations, Ministry of Health

3.B. 2: Documentation Requirements

To ensure applicants are fully qualified for the position, the following documentation is required as a condition of employment and prior to orientation shifts:

- Negative tuberculosis test within the past year. Appointments must be booked in advance. Results are kept on file.
- Current signed doctor's authorization that the person is able to complete the duties of a community support worker and is free from communicable diseases. The form is available from Kardel for candidates to take to their doctor and is kept on file.
- A Ministry of Public Safety and Solicitor General Criminal Record Check – Children and Vulnerable Adults must be completed through Kardel. The applicant must complete the consent form and pay the relevant fee. Kardel submits the request; the applicant is not formally hired until the clearance letter is received by Kardel. If the applicant has completed a Criminal Record Check within the previous six months they may complete a Sharing form to have the Ministry to share the results with Kardel. The original Consent

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for Release of Information and Acknowledgements form required for the Criminal Record Check must also be kept by Kardel in the employee's personnel file for the five year term of the check. All employees are required to update this Criminal Record Check every (5) five years.

- The applicant's identity must be verified in person by providing two pieces of identification prior to proceeding with the criminal record check. One piece of ID must be government issued (driver license preferred) and displays applicant's name, date of birth, signature, and photo.
- Valid First Aid/CPR certificate (level C). Adult Residential Care Certificate offered through St. John's Ambulance is one example of a valid certificate. A "CPR only" certificate does not qualify. The certificate is kept on file, the HR Department notifies managers when updates are required after hiring.
- Submission of a current driver's abstract. There is no charge for the driver's abstract. This is requested annually and kept on file.
- Employees must provide their Social Insurance Number (SIN). A SIN that begins with the digit "9" establishes the status of the holder as a person who may legally work in Canada only if the holder has a valid employment visa or temporary work permit. The HR department must see the applicant's work visa. It is an offence under the Canada Immigration Act to hire a person who does not meet these requirements.
- Community Support/Educational Assistant Certificate, Health Care Assistant Certificate, Health Care Assistant Program, Practical Nurse/Licensed Practical Nurse Certificate, equivalent post-secondary certificate, or one year of relevant experience, or proof of academic credentials as stated on the employment application. The original of the license or certification from the primary source of the credential must be viewed and a copy placed on the personnel file.
- Completion of a "Proof of Continuous Service" form from a prior employer, if relevant. Prior experience in a CLBC-funded agency may result in a higher step on the wage grid.
- Municipal Pension Plan Declaration of Employment
- Confidentiality Agreement
- Immunization Record or complete Immunization Record Declaration form available from Kardel
- LPN/RN Managers – must provide current original documentation of nursing credential at hire and will provide updated credential annually. Copy is kept on personnel file. This is reviewed/verified through appropriate B.C. Nursing registries online by the director of HR when the annual performance review is due by the position supervisor.

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Class IV Qualification

- For those positions (permanent or temporary) that require employees hold a Class IV license.
- On a one time per employee basis, a valid Class IV Learners license will be accepted upon application to a job posting. The employee must obtain their full Class IV license within three (3) months from the closing date of posting. Failure to obtain the qualification will result in removal from the position. Exceptions: overnight positions, Patterson Home positions.
- Kardel will reimburse for the direct costs associated with obtaining the Class IV qualification.
- This process includes completion of the written sections for a Class IV driver's license, the Class IV medical completed through a Motor Vehicles branch, and road testing through a Motor Vehicle Branch.

Maintaining Class IV Qualification

- The cost for medical evaluation required by Motor Vehicle Branch to maintain Class IV qualification is to be submitted to Global Health CSBT by staff members with coverage, for reimbursement. A letter from Kardel must accompany the submission. The letter is available at each home/program through the manager/designate. Kardel will cover the cost:
 - For staff who are not covered by the benefit plan
 - For the percentage that is not covered by the benefit plan

Kardel covers the cost of License Renewal.

- Recruitment:
Under exceptional circumstances, individuals without the preferred education and length of experience may be considered for employment.
Circumstances may include: low rates of response to recruitment drives/advertisements, inability to fill internal vacancies, or an opportunity may arise to assist an individual with a career development path. Under such circumstances, the following will apply:
 - Though not directly involved with people with developmental disabilities, the person has been in a position as a "helper" i.e. elderly, children, etc.
 - References are available to attest to their performance in the helping role.
 - The candidate meets all other hiring requirements

To ensure the candidate is competent to carry out assigned duties,

- The HR Department will identify a manager who is willing and able to provide additional direct supervision.

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- Employees will have up to forty (40) hours of orientation. Managers have the option of requesting extension when necessary.
- Employees will be oriented to a home where there is a high likelihood of casual work being available when they complete their orientation.
- Employees are expected, as a condition of continued employment, to complete the Basics of Medication Course offered by Kardel within the first six months of employment on their own time.
- Employees are not eligible to work alone until the manager is confident they are capable of assuming the responsibility, and signs off on their orientation.
- Employees will be encouraged to take further education and training relevant to the community support worker position as it becomes available.

3.B. 3: Documentation Payment for Newly Hired Employees

- Kardel does not reimburse newly hired employees for Criminal Record Checks.
- Kardel reimburses costs associated with Motor Vehicles' requirements for a Class IV license on submission of original receipts.
- The employer does not reimburse costs for doctor's authorization, TB testing or First Aid courses.
- After hiring, re-evaluations required by the Motor Vehicle Branch are to be submitted to Global Group Health (CSBT) by staff members with coverage for reimbursement. (See above re: Class IV).

3.B. 4: Recognition of Prior Experience for New Employees

Kardel will recognize relevant experience from agencies which operate programs funded by CLBC, i.e. new employees who have worked with individuals with developmental disabilities in a funded resource. Experience within both union and non-union agencies will be recognized.

This will not include experience working with individuals supported through Individualized Funding (IF) or micro-boards. People working in these situations would not bring the breadth of experience required. In situations where the nature of the experience is not clear, the director of HR will request a written description of the program in order to make a final determination.

3.B. 4 a) Verification of Experience

The new employee will be responsible for getting a written confirmation from their past employer(s) to verify the number of hours they have worked in the above-described programs. Kardel will provide the verification form which will request verification of the start and end dates of employment and the number of hours of service.

Subject to the receipt of the verification document, the employee's starting wage rate will be assigned by payroll according to the current wage grid. For example, if the employee has accumulated 2500 hours of relevant experience with a previous employer, the employee will be assigned a start rate at Step 2 of the wage grid. The employee will move to Step 3 of the wage grid upon completion of an additional 1501 hours (a total of 4001 hours).

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3.B. 4 b) Seniority and Benefits Not Portable

The recognition of prior experience applies only to the wage grid. Seniority, continuous service, and associated benefits do not transfer with the employee.

3.B. 4 c) Probationary period

Remains the same as stipulated in the collective agreement.

3.B. 5: Recognition of Educational Qualifications (Graduates of recognized training programs)

New employees with at least six (6) months of disability-related post-secondary education, but no prior experience, will be assigned the rate of pay corresponding to Step 2 on the current wage grid. They will start with 0 seniority hours. Further increments in pay will be attained based on total hours worked as per the wage grid in the collective agreement.

To qualify for the pay increase, employees must submit an original certificate/diploma or letter from the recognized educational institution certifying completion of the program. Employees having the educational qualification and prior work experience will be assigned to the higher of the two possible pay rates (based on education OR experience).

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<i>Cross Reference:</i>	<i>Recognition of Prior Experience for New Employees</i>

3.C. Orientation

3.C. 1: Orientation on Hiring

The HR department assesses the orientation needs of newly hired employees. The orientation begins with a meeting in the office to complete hiring paper work, explain, and sign off on the confidentiality agreement and begin the orientation process.

Newly hired employees will be provided with a Kardel email address as part of the hiring process. Once a Kardel email address has been assigned, the ES will send newly hired employees a link and a password to access Kardel's information management system, ShareVision.

Employees are expected to adhere to all confidentiality requirements and agreements once access is provided.

3.C. 2: Central Orientation

All new employees are required to attend an orientation session. The Central Orientation sessions are held 3-4 times per year at the main office. Staff members will be informed of the next date for orientation in their hiring letter.

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The purpose of conducting a central orientation session is:

- To establish a consistent understanding of the mission, philosophy, rights and responsibilities, approach to behaviour, incident reporting, policies and procedures, ShareVision, health and safety practices, company history, and organizational structure.
- To ensure all new staff members have read and signed endorsement of the materials covered in the orientation. This is maintained in personnel files.

New staff members and the DPQA /Director of Human Resources sign off the Central Orientation Checklist when the orientation is completed. This is kept on the personnel file of the employee.

3.C. 3: Central Orientation - Practical Session

As part of Central Orientation, newly hired staff members attend an orientation with an emphasis on practical application at Paskin home. Topics covered are: Use of the van lift, emergency procedures, wheelchair securement, and an overview of lifts and transfers. Documentation of attendance is forwarded to the HR department for the personnel file.

3.C. 4: Home/Program Orientation

Based upon the availability and skills of the new staff member and the needs of the home, the HR Department designates a home base. The manager/designate is to begin orientation as soon as possible.

- The home base manager/designate remains responsible for tracking the employee, i.e. completion of pre night evaluation, probationary evaluation, and annual performance evaluation. Managers/designates are not to schedule and staff members must not work overnight shifts alone until the first satisfactory evaluation is completed.
- Based upon experience and skills, the manager/designate may plan and arrange orientation from eight hours up to a maximum of forty hours. Orientation time may be distributed among different shifts and different days of the week to ensure maximum exposure to the people we support and to maximize exposure/familiarity with essential job responsibilities/duties. Best practice indicates shorter shifts are most effective when orienting new staff members.
- In homes with exceptional requirements on night shift, a four to eight hour orientation may be scheduled for the night shift. For homes that have a high number of delegable tasks, additional hours may be added to the orientation to ensure ability to complete the tasks independently.
- Managers/designates in each home sign the In-Home Orientation Checklist (Page 1) and Survey when the orientation is complete. This must be forwarded to the HR department who enters the In Home Orientation Checklist on the personnel file of the employee.

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Surveys are forwarded to the HR department who tracks the results and follows up where necessary.

Existing Employees

- Managers must make the determination if orientation for existing staff members who are available to pick up additional/casual shifts is current to meet the requirements of the job. If an employee has not worked at the home/site for a significant period of time i.e. six months, or less if there have been changes in the needs of persons supported, the manager will need to notify and reorient/update the employee. Managers must document that the employee was contacted, i.e. record on a telephone log form. The In Home Orientation Checklist will be completed and signed off by the manager and the staff member.

3.C. 5: Orientation for New Managers

Where possible, all new managers will have some overlapping time, ideally one week, with the departing manager, to be acquainted with the home they will be managing, the staff members, and the systems which are in place. The form, Orientation Checklist for New Managers, is to be completed and placed on the file of the new manager/designate. The Director of Human Resources coordinates the orientation for new managers.

A “mentoring manager” is available to newly hired managers during their orientation to Kardel services. The Director of Human Resources will coordinate a mentor for each new manager.

The role of the mentor will include:

- Problem solving with the new manager;
- Answering questions that arise;
- Allowing them to be part of performance evaluation reviews to develop some understanding of the methods used by another manager;
- Acquainting the new manager with relevant resources that should exist within the home;
- Ensuring procedures are understood and followed.

New managers observe a panel for the hiring of new staff members within the first three months of assuming their role to assist with their understanding of the hiring process. New managers also attend the Central Orientation session that is offered four times per year for all new employees. A similar process is undertaken for Home Share Coordinator.

3.D. Employee Requirements and Procedures

3.D. 1: Advocacy and Self Help

It is an expectation that employees will endeavor to reduce barriers to community inclusion for individuals with developmental disabilities through a combination of education, good public relations, and the establishment of a positive example of respectful attitudes regarding the rights of individuals with developmental disabilities during both working and non-working hours.

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When an architectural, environmental, communication, financial, transportation, employment, technology, community integration, attitudinal, or other barrier defined by the individual prevents the full inclusion of people with disabilities in the life of the community, these barriers should be brought to the attention of the manager/designate and Home Share Coordinator, noted in the communication log, and raised at team meetings for the information of all staff members. The manager/designate and/or Home Share Coordinator is responsible for following up with a plan of action. When managers/designates and/or Home Share Coordinators determine that the problem may be systemic, it may be more appropriate to discuss the issue at a manager's and/or Home Share Coordinator's meeting for a company response/action plan. The DPQA will follow up on the systemic issues and keep managers/designates, Home Share Coordinators, and staff members informed.

3.D. 2: Conflict of Interest

3.D. 2 a) Employment of Relative

Relative, for the purpose of this policy, refers to husband, wife, common-law spouse, son, daughter, mother, father, sister, brother, mother-in-law, father-in-law, primary caregiver (e.g. home share provider), grandparent, grandchild, step relatives, and relatives through adoption.

New employees will not be hired for the purpose of providing service to a relative. Employees with relatives supported by Kardel will be excluded from the worksite where they would have direct work contact with the relative and have influence in team decision making. Home share providers may not be employed in positions with Kardel if they are contracted as a Kardel home share provider.

A relative of an employee or an individual supported may be refused employment in a home or program site when a conflict of interest occurs or when the reporting relationship would be direct.

3.D. 2 b) Conflict of Interest: Outside Employment and Activities

Employees may engage in remunerative employment with another employer, carry on a business, or receive remuneration from public funds for activities outside their position, provided that:

- It does not interfere with the performance of their duties as employees of Kardel;
- It does not bring Kardel into public disrepute;
- It is not performed in such a way as to appear to be an official act or to represent the organization's opinions or policies;

Conflicts of interest may include but are not limited to the following situations:

- Where an employee's private affairs or financial interests are in conflict with their work duties, responsibilities and obligations, or may result in a public perception that a conflict exists;

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- Where such activities impair the employee's ability to act in the interests of the individuals they support first and foremost or the public interest generally;
- Where the employee's conduct and behaviour would compromise or undermine the trust which the public places in the organization;
- Where the employee would use his work place and access to people supported and colleagues to solicit or seek out opportunities for personal financial gain;
- Where such activities are detrimental to the business of Kardel

Employees should not place themselves in a situation where they are under obligation to any person who might benefit from or seek to gain special consideration or favour from their employment within Kardel. The honesty and impartiality of employees must be above suspicion.

In the examples given above or any other situation where there is a potential conflict of interest for the employee, employees are expected to declare this conflict of interest to their supervisor immediately. The supervisor will forward this immediately to the Director of Programs and Quality Assurance and the Director of HR.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Revised:</i>	<i>July 2009</i>
<i>Cross Reference:</i>	<i>3.E. 5</i>

3.D. 3: Criminal Records: Duty to Inform: Review

Staff members are required to bring forward information to the Director of Human Resources of criminal charges while in the employ of Kardel.

Situations may exist where the presence of a criminal record will not preclude employment.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>September 2006</i>
<i>Reference:</i>	<i>CSSEA: Technically Speaking Vol. 2, Issue 5 December 13, 2000</i>

3.D. 4: Criminal Record Updates

The Criminal Records Review Act states that “anyone who works with children or vulnerable adults directly, or having, or potentially having unsupervised access to children or vulnerable adults in the ordinary course of employment or in the practice of an occupation must submit to a criminal record check.”

The Criminal Records Review Act (CRRRA) stipulates that any registrant whose criminal record clearance is either older than five years or their criminal record status has changed, must undergo a re-check according to the schedule set out by the Ministry of Public Safety and Solicitor General. This required check is paid by the employer for employees.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>March 2008</i>
<i>Updated:</i>	<i>March 2010, March 2014</i>

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Reference:	<i>Bulletin No. 2008-02; January 31, 2008 College of Licensed Practical Nurses of B.C. Legislation: Criminal Records Review Act</i>
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3.D. 5: Footwear

In keeping with section 8.22 of the Occupational Health and Safety Regulations regarding footwear, all Kardel staff members supporting individuals in homes and programs require footwear that provides: maximum stability, adequate support, no heels/wedges over 1", covers heels and toes, and has a non-skid sole.

Employees are expected to wear protective footwear at all times in the workplace and while performing duties with individuals supported in the community. Employees not in compliance with section 8.22 will be sent home.

Policy Group:	<i>Human Resources</i>
Issued:	<i>2002</i>
Reissued:	<i>June 16, 2004 Updated: September 2014</i>
References:	<i>WCB Worksafe Program; WCB Prevention Division</i>

3.D. 6: Gifts

See 2.B.3. b) Exchange of gifts, money, and gratuities

3.D. 7: Licit or Illicit Drugs or Substances on Worksites

3.D. 7 a) Licit Drugs/Substances on Worksites

Employees may require personal medication during their time at work. Employees are fully responsible for the safe storage of personal medication. It is recommended that the employee either keep the medications on their person, or arrange with the manager/designate for a safe location for locking the medications apart from any of the medications for people in the home. Staff members should ensure they have adequate supplies in case of emergencies that prevent them from leaving the premises. Staff members are not allowed to use medication that is indicated for the use of the individual supported.

3.D. 7 b) Unauthorized Use or Possession of Illicit Drugs or Substances

No illicit substance may be kept on Kardel property. Staff members found harboring illicit substances will be subject to discipline up to and including termination. Staff members are not to provide services knowingly in a setting where illicit substances are present.

3.D. 8 Workplace Impairment:

Kardel is committed to providing a safe workplace. This includes addressing any issues that may impair the ability of staff to perform their work functions safely. In order to protect the individuals we serve, our employees, and other community stakeholders, the following policy and procedures have been put in place regarding workplace impairment.

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Workplace impairment may have many causes, including but not limited to:

- Fatigue
- Alcohol
- Recreational cannabis
- Illicit drugs
- Licit (prescription) drugs including medically prescribed cannabis to treat medical conditions
- Over the counter medications

Being impaired means being mentally or physically unable to perform assigned work functions safely due to the use or after effects of alcohol, cannabis, illegal drugs, prescription drugs, or over the counter medications or any other issue that may impair judgement or performance. Impairment may place the employee, the individuals supported, or co-workers at risk.

Signs of impairment may include:

- Impaired judgement, thinking, and decision making
- Decreased motor coordination, reaction time, and sensory perception
- Unusual emotional reactions, such as mood swings or personality changes

Any employee who reports for work impaired or becomes impaired while on duty will be deemed unfit for work and will not be permitted to remain on the employer's premises. The employer will arrange for the employee to be transported home safely.

The following requirements will apply:

- Employees must not work if they are impaired.
- Employees must inform their supervisor if their ability to safely perform assigned work is impaired for any reason.
- Employees must notify their supervisor if they have concerns about a co-worker's fitness to safely perform assigned work functions.
- Storage or possession of impairing substances on employer premises is prohibited without prior approval of a designated supervisor.
- Employees undergoing prescribed medical treatment with impairing substances of any kind are required to report this treatment in confidence to their supervisor and the Human Resources director. Employees must provide medical documentation confirming the prescription as well as the nature and degree of expected impairment. Kardel will work with the employee to determine what, if any, accommodation is necessary.

Violation of this policy may result in disciplinary measures being imposed up to and including dismissal.

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Reporting Procedure:

Employees must contact their manager/designate immediately if their ability to safely perform their duties is impaired. If not able to reach their manager/designate, the Director of Human Resources should be contacted immediately.

Employees with concerns regarding a coworker's fitness for duty must contact their manager/designate immediately. If not able to reach their supervisor, the Director of Human Resources should be contacted immediately.

The manager/designate and/or Director of Human Resources will complete an assessment and investigate.

If the employee is deemed unfit for duty, safe transportation must be arranged by the manager/designate or Director of Human Resources.

3.D. 9: Medical Issues for Staff Members

Any employee who has health issues that may require emergency intervention should alert their manager/designate and colleagues of the correct procedures to use in case of emergency. This may include, for example, use of epi-pen (epinephrine) for severe allergic response, intervention required for a diabetic reaction, etc.

3.D. 10: Meals for Staff Members

Kardel aims to provide a home-like atmosphere for the people we support. Employees are encouraged to sit at the table with the people for meals that occur while they are on shift. Where employees are required to remain at work during meal periods and a meal is provided to the individuals supported, the meal will also be provided to the employees.

This does not encompass the provision of nutritional substitutes or supplements to the individuals supported and it refers to meals served at the home. The meal does not need to be consumed at the same time.

Managers/designates are ultimately responsible for overseeing the purchase and preparation of food for the people within the home. Managers/designates are responsible for ensuring overall costs remain within the budget available.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Revised:</i>	<i>December 2007; July 2009; November 2014</i>
<i>References:</i>	<i>Community Care and Assisted Living Act; HEU/Kardel Settlement Agreement April 29th, 2008</i>

3.D. 11: Modesty

When supporting individuals within the community and where assistance is required, family change rooms must be used to respect the privacy and dignity of the individual supported. Staff members must change behind a barrier to avoid being exposed in front of a person supported.

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When two staff members are together at the pool, one staff member is to stay with the individuals supported while the other is showering/changing in private.

3.D. 12: Performance Evaluation

The provision of ongoing direct supervision, feedback, and coaching is critical to the employee/employer relationship. Managers must complete a formal evaluation (Employee Performance Form) prior to a new employee working an overnight shift, prior to completion of the probationary period, and on an annual basis thereafter.

The goals of the performance evaluation are to:

- Provide feedback specific to the employee's work performance i.e. acknowledge achievements/excellence and outline areas that require improvement.
- Discuss with the employee factors that may be impacting/influencing their work performance.
- Identify training and professional development needs and discuss the employee's future goals and objectives.

The Home Base Manager is responsible for completing the Employee Performance Form and for facilitating participation/feedback from other home/program managers, as applicable, through the probationary period and annually thereafter. Managers of the homes/programs in which the employee works are required to provide written feedback. Employees may not work alone on night shift until they have had their first satisfactory performance evaluation.

The goals at the end of the Employee Performance Form are derived from the ratings given on the form. The goals must be clearly written, specific, measurable, and time limited.

Probationary Period

Probationary employees must be given a fair opportunity to perform the requirements of the job and meet the standards for regular employment. The onus is on the employer to establish clear expectations during the probationary period.

Probationary employees may be deemed unsuitable based on observed performance deficiencies. This must be documented in the probationary performance evaluation.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>May 2000</i>
<i>Revised:</i>	<i>August 2000; November 2014</i>
<i>Reviewed:</i>	<i>July 2009</i>
<i>References</i>	<i>Collective Agreement</i> <i>Understanding the Collective Agreements: HEABC Selection Workshop</i> <i>CSSEA's Self-Help Series: Effective Performance Evaluation</i>

3.D. 13: Personal Appearance and the Use of Scents

Personal appearance, including clothing, jewellery, and grooming, shall be neat and clean and shall reflect cultural standards of decency, utility, community living, health, and safety.

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Employees are not to wear “uniforms” or clothing intended for a health care facility setting.

Long hair must be secured off the shoulders when preparing or handling food, during mealtime support, and when providing direct care. Large loop or dangling earrings are not to be worn when providing direct care. Employees are required to refrain from the use of strong fragrances in locations where people have sensitivities to scents.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>July 2000</i>
<i>Reviewed:</i>	<i>December 2007; July 2009; September 2014</i>
<i>Reference:</i>	<i>W.C.B. Regulation 8.22 Occupational Health and Safety Committee W.C.B. Worksafe Program H.E.U. Contract Public folders, Information Technology Services Division, OH&S, June 2000</i>

3.D. 14: Personal Property

The employer shall repair or indemnify damaged employee property under the following conditions:

- The damage was caused by the actions of a person supported by Kardel and the employee was on duty at the time.
- The employee was exercising due diligence and following protocols in the course of their duties.
- The personal property damaged was an article of use or wear of a type suitable and functional for use or wear while on duty within the home or program.
- The item was necessary for the functioning of the staff member while on duty. This may include items such as glasses or hearing aids, but would exclude jewelry, accessories, or expensive clothing, for example.

Reasonable proof should exist and be provided by the employee that the damage was caused by the actions of the individual they supported and/or in the normal course of duty. A Program/Residence Incident Report should be completed by the employee and submitted as soon as possible to the manager/designate in the home/program where the incident occurred.

Repair and indemnification will be based on a reasonable market cost. The employee may be asked to submit two estimates prior to reimbursement.

<i>Policy: Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>June 2001</i>
<i>Reference:</i>	<i>CSSEA Personnel Policies and Procedures</i>

3.D. 15: Pets

Pets may be brought to the worksite only with the direct approval of the manager/designate and after receiving input from team members. Managers/designates should discuss this issue with

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individuals supported to get their input prior to animals coming to the home/program. Consideration should be given to the following:

- Safety concerns: (i.e. mobility issues of the people in the home/ program etc.)
- Health concerns: (i.e. fleas, allergies, shedding of hair, cleanliness, waste disposal, etc.)
- Work load concerns: (i.e. time for feeding animal, entertaining etc.) Workload should not be increased for team members because of the care of an employee's animal.
- Temperament of the animal (i.e. size, excitability of the animals, etc.) Care and control of the animal must not interfere with the support required by individuals in the home/program.
- Regular staff members' allergies, sensitivities, and fear of the animal
- Pets that disturb the peace and quiet of the home and/or the neighborhood should not be at the homes and programs. The pet owner must dispose of any droppings. Our goal is to maintain an excellent reputation as a neighbour.

Pets are not allowed in Kardel vehicles.

Pets at the homes/programs must be for the sole benefit of the individual supported and with their permission. Individuals supported with allergies, sensitivities, or fear of animals should not be exposed to animals in their home or workplace and aversion or sensitivity to pets should be discussed on intake if pets already reside in the home. Pets must not be at homes/programs where people may injure an animal. It must be understood that if another person in the home, for whatever reason, is unable to continue to benefit from the animal in the home, a new home will have to be found for the animal.

Any damage caused by a pet on site will be the responsibility of the owner.

In homes/programs where individuals choose to have pets, staff members should consider this prior to accepting work in the home/program and avoid if they have allergies, sensitivities, or fear of animals.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>May 2002</i>
<i>Reference:</i>	<i>Licensing Regulations</i>

3.D. 16: Succession and Promotion Guidelines

The CEO in consultation with directors, based on a person's experience, leadership abilities, recommendation and references from the current manager and people supported (where applicable), selects managers and designates. Selection is consistent with the requirements of Human Rights Legislation and is non-discriminatory.

Staff members should express an interest through their manager/designate if they wish to be considered for future manager/designate vacancies. The Licensing Branch must approve the candidate for positions in licensed homes. The Criteria for managers are laid down in the Community Care Facilities Act and we abide by these criteria for hiring.

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Kardel supports staff who show aptitude and interest in exploring new roles within the organization. Succession is reviewed annually for key leadership positions including detailed job descriptions. Review and identification of back up for the key roles and responsibilities of each position is updated at this time.

3.D. 17: Additional Hours for Unionized Sites

Employees wishing to work additional hours (including a 6th day and blocks) must submit the Notice of Availability Form as per the provisions of the Casual Call-In Procedure in the Memorandum of Agreement between Kardel and HEU. Submission of this form as per Article 14.2 c and Article 3 of the Memorandum of Agreement "Casual Call In Procedure" will constitute the Employee's written notice of their desire to work additional hours as per Article 14.2 (e) (4).

3.D. 18: Home/Program Call Out Lists Unionized Sites:

The home/program call out list includes all employees registered at that specific site according to their status and seniority. It serves as the home/program call out list when:

1. Vacancies are called out for a time frame beyond the requirement for availability notice.
2. All staff that have submitted additional hours/casual hours availability notices have been called and the vacancy has not been filled.

The Home/Program call-out List is kept in the home/program's call out binder. The Employee Scheduler maintains the Home/Program call-out Lists. They are updated and distributed to homes/programs quarterly.

3.D. 19: Call-out Procedures to Fill Shift(s) Unionized sites:

The Employee Scheduler fills all shifts with the exception of last minute cancellations in which case the employee on duty is responsible for filling shifts:

1. Regular full-time employees working at the worksite must be offered the hours first by seniority.
2. Regular part-time employees working at the worksite must be offered the hours next, by seniority.
3. Regular full-time employees working at other worksites must be offered the hours next, by seniority.
4. Regular part-time employees working at the other worksites must be offered the hours next by seniority.

When a regular employee from another program accepts an assignment over three days, the manager/designate must notify the home/program of origin to ensure adequate coverage in the other home/program.

5. If there are less than seven (7) days until the shift vacancy, the manager/designate will fill the vacancy.

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Managers submit the request for replacement to the employee scheduler. Replacement requests may be completed from seven (7) days to eight (8) weeks prior to the shift/vacancy in question, but no earlier. The employee scheduler will fax the results to the manager in advance of the vacancy.

6. If shift vacancies remain after contacting all employees who have submitted the Notice of Availability form, phone from the home/program call out list.
7. If no employee responds and there is an urgent need to fill the shift, overtime may be approved. All efforts should be made to configure in a manner that reduces overtime. Employees who are phoning out last minute shifts must have manager/designate approval for overtime. If the manager/designate is off duty, the on-call manager should be contacted.
8. Managers/designates are to use and retain the copy of the Notice of Availability form that was faxed from the employee scheduler for calling out shifts, not original copies brought to the home by the employee. The faxed copies contain the date and time they were received.

3.D. 20: Casual Employees Information: Unionized Sites:

1. Casual employees serve a probationary period of three (3) months or 520 hours of work. The probationary period shall not exceed six calendar months.
2. Casual employees will be called in the order of their seniority (senior first). The only exception to calling in of casual employees in order of seniority is that newly hired casual employees will be allowed to work up to five (5) orientation shifts in total.
3. Casual employees must have eight (8) consecutive hours off between shifts. Overtime will apply after eight (8) hours per day or forty (40) hours per week.
4. A casual employee who is available for only a portion of a casual vacancy is not available to fill the vacancy and is therefore not entitled to the work, (e.g. 5 day relief required, only available for 2 days). The next person on the casual list will be called.
5. When blocks are phoned out, if no casual employee accepts the block, the block will be broken up. Casuals will be phoned again starting with the most senior staff member who has submitted Notice of Availability. The shifts will be filled individually.
6. If all casual employees who have submitted a Notice of Availability have been phoned, and shifts remain unfilled, casual employees from the homes/programs call out list are contacted.
7. If no employee accepts a shift, the Manager/Designate is contacted to approve overtime.

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8. A casual employee who accepts an assignment shall be deemed to have the same obligation to fulfill the assignment as a regular employee. Once a casual employee is called and accepts a work assignment, his / her obligation is for the duration of the assignment. The employee is therefore not available for other assignments and need not be called until the assignment's completion.
9. A casual employee telephone log shall be maintained in each home/day program to record casual bookings. The log will show:
 - date and time of shift,
 - Name of employee called,
 - The time and date the call was made,
 - The employee response to whether they are available or not available for the assignment, or fails to answer the telephone or pager, if there is a busy signal, or if a message is left, and
 - The signature of the person who made the call.
10. When telephoning casual employees only one (1) call need be made to any one (1) casual employee, provided that the telephone shall be permitted to ring a minimum of eight (8) times. In the event of a busy signal, the employee shall be recalled after two (2) minutes and if it is still busy, the next person on the list shall be called. Casual employees who are contacted shall have five (5) minutes to respond before the employer proceeds down the list.
11. When called, the casual employee shall advise the employer of what other shifts they are scheduled to work around the time of the assignment. In accepting an assignment it is the responsibility of the casual employee to inform the employer if it would put the casual into overtime.
12. A casual employee is not entitled to be called for a work assignment that would involve the payment of overtime.
13. Casual employees must submit their availability 10 days before the beginning of each month. It should be faxed to the employee scheduler at Central Office Fax: 250-383-2835. If the employee fails to do this, the employer does not have to call that employee until such notice is received.
14. A casual employee may fill vacancies lasting less than three (3) months. Vacancies of duration greater than three (3) months are filled through the posting process. The employee retains casual status upon posting into a temporary position. A casual employee may become a regular employee only by successfully posting into a permanent position.
15. Selection of home base and subsequent home/program for orientation is coordinated through the HR Department. Selection is based on the employees experience and the needs of the home/program.

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16. Casual employees who refuse an assignment on five (5) consecutive occasions in a period or periods during which they indicate they will be available to work may be terminated.
17. Regular employees may register for casual work to top-up total hours worked up to forty (40) hours per week. Where the regular schedule of a part-time employee conflicts with a casual assignment, the part-time employee shall be eligible only if the assignment consists of a block of more than three (3) days. The employee shall be relieved of his/her regular schedule at the option of the employee.
18. Notice of Availability submitted by a staff member is considered to apply to all homes in which the person is registered.

3.D. 21: Crisis Staffing Protocol

A “crisis in staffing” occurs when scheduled staff members are not able to complete their assignment and given the demands of the home at the time, there is a determination of inadequate health and safety supports in place to provide for the needs of the individuals supported, or staff’s safety.

It is understood implementation of this protocol may cause disruption. It is to be used only as a last resort. Efforts must continue to recruit and retain adequate casual pools.

Staff at the “home in need” must:

- Call out coverage needs through the casual availability logs.
 - Call out coverage needs through the master list.
 - Call Manager for overtime approval.
 - Call out overtime.
 - Contact the manager/designate to report inability to schedule second staff
- The manager/designate of the “home in need” or the on call manager contacts an available home to determine or confirm the ability to send assistance and request reassignment of one staff member.
Available homes are those that may have 3 staff scheduled or may have a larger casual pool that can be accessed in a crisis situation.
Homes with possible third staff availability are:

- Dustin Home
- Henry Home
- Maryland Home
- Paskin Home
- Sentinel Home

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- The staff at the home that is called to assist will determine the most appropriate staff member to send to the “home in need.” Considerations for choice include whether the staff member has been oriented to that home
- The staff reassigned to assist should be scheduled as close to their regular hours as possible. The assignment may also be scheduled to cover essential duties only e.g. mealtime, morning, or evening routine.
- Staff at the “home in need” must ensure duties/activities assigned to the “crisis staff” helper are appropriate to their training and familiarity with the people supported. It is expected that routines and activities will be kept simple. Work volume will be affected. Staff must ensure that adequate direction or guidance is provided to the reassigned staff if they have not been oriented to the home.
- Follow up: In order to track incidents as part of our ongoing attempts to address staffing shortages, a Program/Residence Incident report should be completed by the “house in need” manager/designate.

3.D. 22: Media Relations and Social Networking

3.D. 22 a) Requests for Information from the Public/Media

Requests for information from the media should be referred through the manager/designate/Home Share Coordinator to the CEO or designate. Staff members should not identify themselves as employees of Kardel to the media on subjects related to the sector. Only the CEO, or specific designate, may represent the opinions and position of Kardel in a public forum.

3.D. 22 b) Employees Utilizing Social Media

Kardel respects the right of any employee to engage in online social networking using the internet and other technology during their personal time. This specifically includes websites such as: Facebook, YouTube, Twitter, LinkedIn, Instagram, and Pinterest, as well as various blogs. This policy covers instant messages, text, video, photos, and audio.

Employees must adhere to the following guidelines:

- 1) Employees may not engage in such activities during work time or at any time with agency equipment or property.
- 2) All policies regarding confidentiality and personnel policies such as policies prohibiting harassment and discrimination should be followed. Information regarding persons receiving services must not be disclosed. The privacy rights of fellow employees must be respected.
- 3) Employees may not “friend” an individual currently receiving service from Kardel. This also

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applies to the individual's caregivers and guardians.

- 4) Information that employees post on social media networks that relate to any aspect of their employment must comply with Kardel's confidentiality statement, PIPA, FOIPPA, and Code of Ethics.
- 5) Kardel employees may not create a social networking site or service to conduct agency business.
- 6) If the employee identifies themselves as working for Kardel while engaging in social networking and expresses a political opinion or an opinion regarding the agency's actions, the person must specifically note that the opinion expressed is their personal opinion, not the opinion of the agency. This is necessary to preserve the agency's goodwill among stakeholders such as funding and regulatory bodies, referral sources, families, and others.
- 7) Employees identifying themselves as employed by Kardel must ensure their profiles and related content are consistent with how the employee wishes to present themselves to colleagues, individuals receiving services, and other stakeholders.
- 8) Social networks are not the place to communicate to employees regarding agency policies.
- 9) Be respectful to Kardel, other employees, individuals receiving services, and competitors. Employees must not use ethnic slurs, personal insults, obscenity, or engage in any conduct that would not be acceptable in Kardel's workplace.
- 10) Respect copyright laws, public record laws, and privacy protection laws. Plagiarism applies online as well.
- 11) Any conduct that is illegal if expressed in any other forum is expressly prohibited.
- 12) Kardel logos and branding may not be used. Employees are not to add "tags" to personal posts (@kardelcares #kardelcares).

Kardel encourages all employees to consider the manner and the speed by which information can be relayed using technology and how such information can be misunderstood. Kardel promotes a culturally sensitive and ability sensitive environment. Kardel expects that any employee who is engaging in social networking is sensitive to disabilities as well as cultural, ethnic, sexual orientation, religious, and other beliefs. While an employee's free time and personal equipment is generally not subject to any restrictions by Kardel, the agency urges all employees to not post information about Kardel or their jobs which could lead to morale issues in the workplace or which could detrimentally affect the agency's interests. Kardel expressly reserves the right to discuss questionable material with the employee.

Employees should use their best judgment. If you are about to post something that makes you uncomfortable or that could be offensive to others, you should review the rules above.

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Compliance:

Users must immediately report violations of this policy to the manager/designate, and/or the Director of Human Resources.

Enforcement:

All managers are responsible for enforcing this policy. Employees who violate this policy are subject to discipline up to and including termination from employment, or criminal prosecution, in accordance with Kardel's personnel policies, and privacy policies.

Policy: Group:

Strategic Action Group, Labour Management Group, Managers Group

Issued:

December 2014

Reference: ACCSES The Voice of Disability Service Providers 2014

3.D. 23: Tipping

See Section 6.B.2

3.D. 24: Training and Professional Development

Mandt Training, First Aid training, and basics of medications are offered internally to meet the orientation and continuous training needs of employees. Notification is sent to the homes/programs with registration instructions.

Annually, all staff members are required to review information on Universal Precautions and view material on Values and Principles of Community Living, on ShareVision. As part of the annual performance evaluations, managers/designates outline staff training needs. Each year staff complete a review and written test of core competencies in several identified areas.

Managers of licensed homes are required to complete the "Introduction to Licensing" when offered through Island Health.

Training and a library of resources are available to all staff members on ShareVision. This includes website links and a YouTube/Vimeo channel.

A video channel is available to all staff to address gaps in learning for the following topics: Medication administration, values and principles of community living, provision of personal care and hygiene, self-advocacy, rights, and safe lifts and transfers. Also available on the channel is information on dysphagia, epilepsy and autism.

Occupational Health and Safety training is provided for the on-going training for employees as per the Workers Compensation Act.

Home and Community Care (HCC) and Kardel's Nurse Consultant provide ongoing Delegation of Task training as required to meet the specific needs of the individuals supported. A record of the staff member's completion of delegable training is retained at the home/program.

Section 3: Human Resources

The senior leadership team develops annual training priorities that form part of the Human Resources Plan. The Director of Programs and Quality Assurance must approve all training for reimbursement.

For courses paid for by Kardel, copies of the certificate of completion are forwarded by the employee to the HR Department to be kept on the personnel file. The HR Department tracks all credentials and continuing education of all staff members. Copies of any diplomas, certificates, or other documentation of the employees' training and skill acquisition are kept on the personnel file. Employees participating in training events are requested to complete a workshop survey.

3.D. 25: Attendance Management

It is expected that employees will attend work as scheduled and on a regular and consistent basis.

Kardel will work proactively with all employees to assist them in meeting attendance expectations. Assistance may include: communicating with individual employees regarding attendance concerns, providing health and welfare benefits, working with employees and the union in providing modified or graduated return to work programs, and accommodating employees with disabilities pursuant to human rights legislation.

Kardel's attendance management program is designed to address the issue of employee absenteeism due to illness or injury in a positive manner. The program provides guidance to managers/designates for managing attendance concerns through communication with employees. It is applied fairly and in a manner that is appropriate to each individual employee's attendance and/or health concerns.

If there is cause to question the legitimacy of an employee's absences, the matter will be investigated and dealt with through the imposition of discipline as appropriate.

Responsibilities and expectations are as follows:

- Managers/designates are responsible for reviewing employee attendance and for implementation of the program.
- Employees are expected to attend work on a regular and consistent basis.
- Employees are expected to follow Kardel's policies regarding reporting if unable to attend work as scheduled and to communicate with their manager while away regarding their progress and anticipated return to work date.
- Employees are responsible for taking proactive measures that will assist them in meeting attendance expectations. Employees are expected to cooperate with their physician's recommendations.
- Employee attendance will be compared to the annual median absenteeism in Kardel for all employees. Absenteeism that exceeds the median absenteeism level within Kardel is an indicator of an attendance concern. There may be occasions, however, when absenteeism above the median level does not indicate an ongoing attendance problem e.g. where an employee is absent for a period of time due to a single injury or illness.

Section 3: Human Resources

Kardel will work together with the employee to seek an appropriate accommodation for those employees who establish the existence of a disability and a need for accommodation arising from that disability.

It is expected that employees will provide full medical information that will assist Kardel in determining the limitations that arise from the disability and in searching for an appropriate accommodation. Employees are expected to participate in identifying appropriate workplace accommodation.

Employees must notify the manager/designate, or in their absence from the home/program, a staff member on shift, prior to the start time of their shift. To maintain adequate staffing, employees are requested to give as much notice as possible for the home/program to arrange replacements.

The employee must maintain regular contact with the manager/designate regarding the status of their illness/injury and the anticipated date of return.

At the conclusion of a period of illness/injury, the employer has the right to determine whether an employee is fit to return to work and perform all the duties within the job description. The employee must notify the manager/designate prior to their return to work.

Employees may be required to submit a doctor's note at any time. However, employees shall be required to submit a Doctor's note for absences longer than three days.

The Doctor's note must include:

- The date of the first visit to the doctor;
- The nature of the illness/injury(not a diagnosis);
- Prognosis and anticipated return to work;
- Any physical or mental limitations;
- On manager's request, that the person is healthy enough to return to full job duties.

A doctor's note may also be required under the following circumstances:

- When a definite pattern appears to be emerging for example, sick every second Saturday, frequently takes a sick day at the end of a vacation period, or sick days taken prior to or after regular days off.
- If there is reason to believe the person is not sick, for example, seen out at a recreational event, working elsewhere
- Indication exists the employee may not be healthy enough/able to fulfill their job duties.

Employees must complete a leave request form upon return to work, stipulating the reason for their leave. Failure to complete this form could result in the employee not being paid for the sick leave.

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Pre-authorization of sick leave pay will only be given where the manager/designate is satisfied that the sick leave claim is valid, for example, scheduled outpatient surgery or appointments that cannot be scheduled outside work hours.

Vacation days are not to be used to cover sick time.

Sick leave shall be paid for the one (1) day or less not covered by the Workers' Compensation Act. Sick leave credits shall not apply to any period eligible for compensation under the Workers' Compensation Act.

Employees who continue to be off work following the expiration of their paid sick leave may be placed on leave of absence without pay for up to twenty (20) days, provided the employee notifies the employer in writing of the need for such leave prior to the expiry date of paid sick leave. Sick leave credits will not accrue during any period of unpaid leave. Additional unpaid leave may be granted at the employer's option.

Failure to follow these procedures may result in disciplinary action up to and including dismissal.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>September 2003</i>
<i>Revised:</i>	<i>February 2007; September 2014; May 2015</i>
<i>Reference:</i>	<i>CSSEA: Self Help Series: Attendance Management</i>

3.D. 26: Return to Work and Community Social Services Early Intervention Program (CSSEIP)

- Kardel is committed to the well-being and rehabilitation of all employees unable to perform their normal duties as a result of an injury, or while recuperating from an illness.
- CSSEIP is a mandatory program to assist all regular employees in receipt of benefits who are absent from work for five (5) consecutive days due to non-occupational illness or injury to return to work. Kardel is responsible for making the referral. This program is included in the collective agreement. Employees' basic information (home telephone number, home address, etc.) may be shared with CSBT for the purposes of implementing CSSEIP.
- The CSSEIP team is composed of the employee, employer, the doctor and other health care providers, and the CSSEIP Early Intervention Coordinator (EIC), with our benefit company (CSBT) Disability Management.
- The EIC contacts the employee to discuss CSSEIP and determine how the program may assist the employee to return to work.
- Employees and their doctor will be required to complete an Occupational Fitness Assessment (OFA) form that provides information relating to the illness or injury and an assessment of the employee's anticipated return to work.

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- The EIC, in consultation with the CSSEIP team, will assess the employee's situation and recommend a plan tailored to individual circumstances.
- Return to work is individualized for each employee and is supported by medical documentation. Safe return to work is an important component in Kardel's occupational health and safety program.
- Kardel will work with the employee and relevant stakeholders to establish modified/transitional duties and ensure a safe return to work. To be successful, the injured/ill worker must also take an active role in their return to work plan.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>November 2002</i>
<i>Revised:</i>	<i>September 2004; February 2007; June 2009; April 2014; May 2015</i>
<i>Reference:</i>	<i>CSSEA's Self-Help Series: WCB Claims Management: April 1997 CSSEIP brochure; CSSEA NEWS Volume 16, Issue 3</i>

3.D. 27: Smoking, Tobacco and Vapour Products

The Kardel offices, homes and programs operated by Kardel, including all vehicles, are classified as areas for no smoking, no tobacco, or vapour products. Please reference the links for further information:

[April 1, 2015, the Capital Regional District Clean Air Bylaw No. 3962](#)
[September 1, 2016 Tobacco and Vapour Products Control Act](#)

Staff members may not smoke, use tobacco products, or use vapour products while supporting individuals. Staff members who smoke, use tobacco products, or use vapour products may do so on their breaks.

Appropriate containers are to be used for the disposal of cigarette ash, butts, and chewing tobacco. Hands must be washed before resuming duties. People who smoke should assume responsibility for emptying the butt container as needed. An employee found smoking, using tobacco products or vapour products, on the premises will be subject to disciplinary action. Premises are defined as the property line.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Revised:</i>	<i>March 1998, June 2003, January 2006; November 2007; July 2009; October 2009; May 2014 November 2016</i>
<i>Reference:</i>	<i>Community Care Facilities and Assisted Living Act Residential Care Regulations 23 October 1, 2009 WCB Regulation on Environmental Tobacco Smoke 32.3: Tobacco Control Act: To be Enacted March 31, 2008; Ministry of Health "What You Need to Know About B.C.'s Tobacco Control Laws" April 1, 2015, the Capital Regional District Clean Air Bylaw No. 3962 September 1, 2016 Tobacco and Vapour Products Control Act</i>

3.D. 28: Alcohol and Substance Abuse

Any employee reporting for duty under the influence of alcohol, drugs, or other prohibited substances, endangers their health or safety, and that of the individuals supported and other persons. They will not be permitted to remain on the premises.

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If there is reason to believe that an employee reporting for duty is under the influence of any alcohol, drugs, or other substances, or to have consumed such substances while on duty, it is the co-worker's responsibility to report immediately to the manager/designate and remain on duty until relief can be arranged. Relief is to be arranged by the staff member even if they are unable to contact the manager. Transportation is to be offered for the employee who is unable to work. Appropriate disciplinary action will be taken following an investigation of the incident. Failure to report such an incident will result in disciplinary action against the co-worker.

Kardel's recognizes substance abuse as an illness and, as such, falls under the definition of a mental and/or physical disability under the Human Rights Code. It requires treatment.

- It is the responsibility of the employee to seek treatment at the earliest possible time. The employer will determine the appropriate rehabilitative response. Every effort will be made to help the employee deal with the addiction; however, the employee must also demonstrate effort to address their illness.
- Sub-standard performance due to substance abuse will not be condoned.
- Storage, possession, or consumption by staff members of alcohol or illegal drugs on the premises is strictly prohibited.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Revised:</i>	<i>April 2003</i>
<i>Reference:</i>	<i>CSSEA: Technically Speaking: Volume 5, Issue 1, April 16, 2003</i>

3.D. 29: Telephones, Texting and Headphones

Kardel telephones are for Kardel business, emergencies, and for the use of individuals supported in homes and Futures. If it is necessary for staff to make personal telephone calls, either on Kardel phones or personal cell phones, employees should endeavor to make these calls at times that do not interrupt their duties in the home. Necessary calls should be kept short and to a minimum. Personal business should not be conducted in the presence of the individuals supported. Texting falls under the same category with the same requirements. Headphones are not to be worn while on duty.

All requests for information, including requests for private telephone numbers, must be referred to the Director of Human Resources. All employees must comply with traffic laws relating to use of cell phones while driving.

3.D. 30: Voice Mail

Managers/designates, Home Share Coordinators, and administrative staff are to ensure their recorded voice mail messages are appropriate, informative, and timely. Managers/designates, Home Share Coordinators, and administrative staff are responsible for the security of their account and password and for taking precautions to prevent unauthorized access to mail boxes. The Director of Programs and Quality Assurance and the Director of Finance record voice mail passwords and store them in a secure place.

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3.D. 31: Vacation/Time Off

Annual vacation entitlement for bargaining staff is outlined in the Collective Agreement. Employees will make selections for annual vacation by the following dates:

1. November 1st, for the period January 1st through April 30th,
2. March 1st, for the period May 1st, through December 31st.

The Kardel Vacation Committee coordinates and processes vacation selections in accordance with the collective agreement and Kardel policy.

In accordance with operational requirements and in an effort to maintain continuity of care, one staff member per shift up to a maximum of 2 staff members per day, per work site, may be granted vacation. This applies to vacation requests submitted within the prescribed vacation selection period.

Requests submitted outside of the collective agreement deadline dates of November 1st and March 1st will be processed and approved based on:

- Operational requirements of the home/program and agency wide needs
- Availability of adequate casual staff pool to cover all contingencies, including illness and emergencies.
- The ability to fill the request at straight time.

Vacation requests submitted outside of the prescribed collective agreement periods for time off during the peak period June 15 – September 15, will not be considered.

The vacation request process does not include lieu time. These requests are processed after vacation requests.

All requests for planned time off must be submitted to the home/program manager/designate for review. The request is then submitted to the Vacation Committee through the main office for review. Approval is granted in consideration of agency wide needs (adequate casual pool) and the ability to fill at straight time.

Employees must submit requests for planned time off with at least seven days' notice.

Vacation accrual is indicated on the employee's pay stub.

3.D. 32: Vehicles for Futures Club

The participants of Futures Club are transported to their activities in the community by way of staff vehicles. Several of the participants have limited mobility and need a low vehicle in order to get in and out on their own.

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Any employee posting into or orienting at Futures Club day program (either as permanent or casual staff) will have to meet the following vehicle criteria:

- The vehicle must be a car.
- The car must be able to transport three (3) participants and driver.
- The car must have storage for a wheelchair.

3.D. 33: Staff Meetings

Staff meetings are an important component to the service we provide to individuals as well as to the efficient operation of the home/programs. Staff meetings are scheduled regularly by the home/program manager/designate, and staff members are encouraged to attend. The staff are paid at straight time for the length of the meeting. Minutes are recorded on ShareVision. It is the responsibility of all staff to review minutes of staff meetings. This includes staff members who were unable to attend the staff meeting. This ensures that all staff members remain current on decisions made and information conveyed at staff meetings.

3.E. Employee Conduct

3.E. 1: Conflict Resolution between Staff Members and Manager/Designate

When one or more employees within a home/program have concerns about the performance of a manager/designate or the overall functioning of the home, they are expected to bring these concerns directly to the manager/designate in a timely fashion. Concerns should be discussed and if not resolved, staff members should outline the concerns for the manager/designate in writing. This is consistent with the direction provided to staff members by their union representative. If the manager/designate and staff members are unable to reach a solution, the Director of Human Resources should be asked to facilitate a meeting aimed at problem solving.

*Note: In situations of urgent health and safety concern or significant breaches of ethics **immediate** contact with the Director of Human Resources is essential.*

The goal of the meeting is not only to provide a plan of action but also to build a greater sense of individual empowerment and team-functioning by emphasizing cooperation. Participation requires willingness among all parties to work towards a solution.

All parties should come to the meeting having given consideration to the following:

- An understanding of the problem(s)
- The factors that have contributed to the problem(s)
- Maintaining a constructive emotional climate during the meeting
- The effect of the problem on all parties
- Fears if there is no resolution
- Constructive suggestions for resolving the problem(s)
- Prepared to work with the team to solve the problem(s)
- The Director of Human Resources will write up the summary of the meeting for distribution to all parties.

Section 3: Human Resources

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>September 2002</i>
<i>Revised:</i>	<i>July 2009</i>
<i>Reference:</i>	<i>Justice Institute of B.C. Centre for Conflict Resolution Training, Conflict Resolution JI: 715 McBride Boulevard, New Westminster V3L 5T4; 1996</i>

3.E. 2: Conflict Resolution between Staff Members

Where possible, employees are expected to bring concerns directly to the staff member in a timely and professional fashion. Concerns should be discussed and, if not resolved, staff members should outline the concerns for the manager/designate in writing. The manager/designate will follow through to assist with resolving the issue. In situations of alleged staff member harassment, the Director of Human Resources should be notified (Refer to Bullying and Harassment Policy) the union also has resources available to assist union members.

3.E. 3: Insubordination

Employees are required to follow directives issued by the employer. Employees who dispute the propriety of a directive must comply with the directive and challenge it later through the grievance or complaint resolution procedure. This is known as the “comply now/grieve later” principle. An exception to this principle arises where the directive is illegal or unsafe.

An employee has engaged in insubordination when:

- There has been a clear directive that was understood by the employee;
- The directive was given by a person in authority i.e. manager/designate etc.
- The directive was not followed.

An additional type of insubordination arises where the employee communicates in an insolent/defiant/rebellious manner to a person in authority. This form of insubordination is cause for disciplinary action up to and including termination.

3.E. 4: Protection, Privacy, Breaches of Confidentiality

Failure to respect the confidentiality of the individual supported will result in disciplinary action up to and including dismissal. Staff members must not discuss the individual supported in a manner that breaches the person’s rights to dignity, respect, or privacy. Information regarding another employee is not to be given out to anybody (e.g. email, phone, or in-person).

3.E. 5: Conflicts of Interest: Violations

All employees have the responsibility to report any possible conflicts of interest to their manager/designate. The manager/designate is obligated to resolve the conflict or perceived conflict with the parties involved. When the situation is not resolvable at this level, the situation is to be referred to the Director of Human Resources.

Section 3: Human Resources

<i>Issued:</i>	<i>August 2007</i>
<i>Revised:</i>	<i>July 2009: January 2014</i>
<i>Cross Reference:</i>	<i>3.D. 2. a), b)</i>

3.E. 6: Borrowing or Purchasing Personal Effects

Staff members are not to borrow the personal effects of individuals supported. If the individual supported is no longer in need of an item and wishes to sell this, it should be sold at a fair market value. When these situations arise, the manager/designate must make the family or legal guardian aware.

3.E 7: Performance Correction

Concerns regarding employee performance and conduct are addressed according to the “best practice” recommendations of CSSEA and the requirements of the BC Employment Standards Act and Regulations. Investigations are conducted according to principles of fairness, objectivity, accuracy, and timeliness. Effective performance management used in combination with principles of progressive discipline form the basis of performance improvement at Kardel.

In determining the appropriate employer response, consideration will be given to:

- The employee’s prior work and discipline record.
- Mitigating circumstances.
- The severity of the misconduct.
- The employee’s attitude toward a solution.

A combination of these factors will determine the type of correction and level of discipline to be applied. Levels of progressive discipline include corrective counselling, verbal warning, written reprimand, suspension, and termination.

Probationary Period

Managers/designates are required to produce clear, specific, examples and evidence, to support a conclusion that an employee does not possess the necessary qualities.

As an employer we must be able to demonstrate:

- That the standards of work performance expected of the employee have been conveyed clearly and repeatedly;
- That the employee is provided with proper supervision and direction on how to meet the standards of work performance;
- That the employee has been given a reasonable opportunity to meet these standards;
- That the employee has been warned explicitly that an unsatisfactory probation may result in dismissal;
- That an evaluation of the employee’s suitability was carried out properly in a manner that was in good faith, reasonable, and without discrimination.

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Policy Group : Human Resources

Issued: October 2013

Revised: November 2014

Reference: CSSEA Self – Help Series Performance Correction and Discipline January 2004, Government of B.C Labor and Citizens Services Employment Standards Branch, Employment Standards Act and Regulation July 2002.

3.F. Compensation Administration

3.F. 1: Banked Overtime

Employees who choose to bank overtime may request time off as per Kardel Vacation/Time Off policy. Unused banked overtime will be paid out twice per year in the pay period which includes March 31st and September 30th.

3.F. 2: Direct Deposit

Kardel directly deposits pay into the account specified by the employee upon hiring. Employees may complete a direct deposit form at any time during their employment to re-direct their funds to an alternate account.

3.F. 3: Home Base Designation

Information from payroll is distributed to the employee's home base. Home base is designated upon hire but may be changed by the HR department for an employee due to: position change, changes where the employee is oriented and picks up shifts. The new Home Base Manager assumes responsibility for completion of performance evaluations. The manager/designate must confirm the change in home base with the employee.

3.F. 4: Change of Name, Address, Phone Numbers

To ensure accurate information for payroll purposes, employees must notify their manager/designate in writing of any change to their name, address or phone number. A Personal Information Change Form must be completed and forwarded to the HR department/payroll.

3.F. 5: Night Shifts and Statutory Holidays

Statutory premiums are allocated to the employees completing the majority of their hours on the actual paid holiday. An employee commencing work at 11:00 pm, for example, on the night before a paid holiday will be paid at the holiday rate for their complete 8-hour shift. The staff commencing work at 11:00 pm. on the night of a paid holiday noted above will be paid regular time.

3.F. 6: Payroll Inquiries

Employees with inquiries regarding compensation and benefits must direct them in writing to the

Section 3: Human Resources

home base manager. If the inquiry cannot be resolved by the manager/designate, details of the issue are to be clearly outlined on a Payroll Inquiry Form, including dates and times. The form is forwarded from the manager to payroll. A Payroll Inquiry form must be available at all homes/programs. Payroll inquiries must be submitted within 60 days of the pay date. Inquiries unable to be resolved by the Compensation Administrator may require further review and investigation by the Director of Human Resources.

3.F. 7: Payroll calculation for meetings

Employees who attend meetings are paid for the time during the meeting. Attendance at staff meetings which are voluntary do not generate overtime.

3.F. 8: Retroactive Pay

It is Kardel's practice to use direct deposit for retroactive pay. The formula used to calculate tax on retroactive pay is a Canada Revenue Agency formula based on estimated average annual earnings.

3.F. 9: Short term Partial Leave of Absence for Education

We wish to facilitate further education for our employees. It is recognized that courses may be scheduled during regular hours of work. Requests for a partial leave of absence, without pay, from a regular position may be granted by the employer subject to a consideration of the following:

- The employee has been in their position for a minimum of six (6) months;
- The purpose of the partial leave is education;
- The partial leave has a start and finish date within a semester from a recognized College or University;
- The employee's performance appraisals are satisfactory;
- There are no additional costs to the employer;
- It is operationally feasible to fill the hours of requested leave;
- It does not create undue hardship for the people being supported.

3.F. 10: Special Leave for Bargaining Union Employees

Employees inform the manager/designate of the request for special leave and write the reasons on the Leave Request Form. The manager/designate approves or rejects the request, based on the collective agreement. The manager/designate sends the Leave Request Form to payroll. The Director of Human Resources reviews special leave requests each pay period. Should more information be required, the Director of Human Resources will discuss the request with the manager/designate involved. If the request is denied, the manager/designate will notify payroll and the manager/designate or the Director of Human Resources will inform the employee.

3.F. 11: Time Change: Employees on Shift

Employees at work during a shift when the time is changed between Pacific Standard and

Section 3: Human Resources

Daylight Savings will be paid for actual hours worked during the shift.

- Employees affected by the spring change from Pacific Standard to Daylight Savings Time work only seven (7) hours and are paid for the actual amount of time on shift.
- Employees affected by the fall change from Daylight Savings to Pacific Standard Time work nine (9) hours and are paid for eight (8) hours at straight time and one hour at time and one-half.
- Employees at work during the change of time will record the actual time on the job on the sign in sheet.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>February 17, 1997</i>
<i>Revised:</i>	<i>February 2007; September 2014</i>
<i>Reference:</i>	<i>Employment Standards Act, Section 40</i>

3.F. 12: Sign In Sheets

The employee must verify/record their time worked on the sign-in sheet provided. The 24-hour clock is to be used on sign-in sheets. This will be the document referred to in case of dispute.

3.F. 13: Union Leave

Employees request Union Leave from their manager/designate using a leave request form. The manager/designate determines the response based on operational requirements of the home/program. Managers/designates indicate the hours as “Union Leave” on the sign in sheet. The Director of Human Resources reviews the request and designates billing.

3.F. 14: WorkSafe BC: Employees on WorkSafe BC Claim

All WorkSafe BC claims are paid directly to the claimant. For time loss claims, employees must provide the employer with the anticipated date of their return.

An employee enrolled in the Group Health Benefits plan may continue on benefits while away from work at full cost to the employee. Post-dated cheques are required to be submitted to the office.

3.F. 15: Benefits While on Unpaid Leave of Absence

An employee who is on a leave(s) of absence greater than 20 work days in a calendar year may opt to continue coverage in the Group Health Benefit Plan, with full cost of premiums being assumed by the employee and paid by post-dated cheques to the employer. If payment is not received in full each month, the employee’s benefits will be cancelled. If the employee does not wish to continue group benefits, the appropriate cancellation form(s) must be completed prior to the commencement of the leave. Forms may be obtained through the Compensation Administrator.

Details regarding billing and payment will be outlined in writing by the Compensation Administrator and sent directly to the employee.

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3.G. Personnel Files: Human Resources and Payroll Office

3.G. 1: Personal Information and Protection of Privacy Act (PIPA)

Kardel respects and upholds an individual's right to privacy and the protection of their personal information. We are committed to ensuring compliance with the British Columbia's Personal Information and Protection of Privacy Act (PIPA). Kardel stores personal information securely. Kardel is responsible to inform individuals what information will be shared with whom and why. The Kardel Privacy Officer (Director of Human Resources) may be reached through the office. The alternate is the Director of Programs and Quality Assurance.

3.G. 2: Storage

All personnel files of active employees will be kept in a lockable filing cabinet in the HR Office. The HR office shall be kept locked and only accessed by approved personnel. The HR Office is responsible for maintaining these files and for ensuring their confidentiality. Personnel files of excluded staff members are maintained in a separate filing cabinet from the personnel files of staff members covered by a collective agreement.

3.G. 3: Retaining and Destroying Records Pertaining to Personnel

All personnel files of past employees are kept in storage boxes in the locked storage area of Kardel. Files must be kept for six years from the end of the year the employment was terminated prior to shredding. No documents will be shredded if there are legal actions or investigations underway.

3.G. 4: Retaining and Destroying Records Pertaining to Payroll

Payroll records must be retained for six years from the end of the fiscal year that they fell within. Payroll records and supporting records must be retained for dealing with an objection or appeal until it is resolved and the time for filing any further appeal has expired, or until the six-year period mentioned above has expired, whichever is later. No documents will be shredded if there are legal actions or investigations underway.

3.G. 5: Retaining and Destroying Records Pertaining to Individuals Supported

This section removed as per Policy and Procedure update November 2018. See 7.H.4

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Revised:</i>	<i>July 2009</i>
<i>Cross Reference:</i>	<i>Forms Book: Records Retention Procedure</i>

3.G. 6: Personnel File Composition:

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Credentials:

- Application form
- Resume
- Interview question forms
- Central Orientation
- Home Orientation
- First Aid CPR
- Food Safe
- Non-violent intervention training
- Class 1V/Driver's Medical Exam/ Annual Driver's Abstract
- Basics of Medications
- Hiring checklist
- Vehicle insurance documents

Requirements:

- Tuberculosis screen
- Criminal Record Check
- Medical forms
- Reference checks

Payroll:

- Personnel information forms
- Direct Deposit form
- TD1 Forms
- Successful applicant for postings
- Payroll change forms
- Payroll memos
- Past reimbursements
- Employment verification requests and copies of letters
- Cross-registration forms
- Record of Employment Requests and Forms
- Names/Address change forms
- Garnishee Orders

Benefits:

- WorkSafe BC claims and correspondence
- Correspondence related to extended leave
- Medical notes re: returning to work/unable to work
- All benefit forms
- RRSP/MPP info

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Communication:

- Hiring letters
- Displacement letters
- Letters of Expectation, Discipline
- Final outcomes of grievances
- Letters and notes from employee
- Records of coaching and consultation with supervisor
- Performance evaluations
- Employment contracts
- Leave Notification Form
- Signed Job Description
- Signed Confidentiality Agreement
- Immunization record

3.G. 7: Review of Personnel Files

The manager may access the files of employees under their supervision and of employees who are being considered for employment in their home/program.

Upon request to the Director of Human Resources, an employee shall have the right to review his/her personnel file. The file must be reviewed at the administration office of Kardel in the presence of a manager/director or designate. Time will be scheduled when a suitable private office and a manager is available. The employee or their Union Representative, as the case may be, shall give the employer seven (7) days' notice prior to examining the file. With express written consent by the employee, a union representative in the presence of a manager/designate or Director may review the file in the administrative office.

Personnel files will not be released to any other party, except by court order.

3.H: Volunteers

3.H. 1: Criteria For Use

Volunteers will be recruited to enhance the quality of life for the individuals supported, and to serve as a valuable link to and from the community.

Volunteers are "supernumerary" (i.e. additional), to established positions within the Bargaining Unit and will not result in the layoff of Bargaining Unit employees; nor will volunteers be used to fill established positions within the Bargaining Unit.

3.H. 2: Volunteer Supervision

The manager/designate of the home is responsible for all aspects of the functioning of the home, including volunteers. Volunteers will work under the supervision of staff members while on site, with the manager/designate consulting with staff members re: job duties and feedback.

Section 3: Human Resources

The Office Administrator coordinates the volunteer program for the company, recruits and screens new volunteers, ensuring the application is complete and two references are checked, updates policies and procedures, and is involved in conflict resolution with volunteers.

3.H. 3: Signed Agreement

An agreement is signed between the volunteer and the manager/designate regarding job functions while on site. The volunteer reads the volunteer job description and signs that they have read it. Job functions and job duties are reviewed annually as part of the annual feedback given to volunteers. Volunteers also must sign that they have received Kardel's Policy and Procedure information regarding volunteers, have had an opportunity to discuss concerns, and that they agree to uphold the requirements.

3.H. 4: Documentation and Requirements

Volunteers must complete the volunteer application, provide two personal references, a Ministry of Public Safety and Solicitor General Criminal Record Check current within six months, and a negative TB test. A form will be provided to the volunteer to take to the Tuberculosis Clinic where the fee will be waived.

The Office Administrator will make the initial phone call to the volunteer within one week of their application, and an appointment will be established no later than two weeks from the time of application.

Volunteers will be interviewed by the Office Administrator or by the manager/designate of the home/program they have expressed interest in. The interviewer will work with the volunteer to select the appropriate volunteer placement based upon the needs of the homes/programs and the interests/skills of the volunteer. Reference checks are then completed by the interviewer.

The interviewing manager/designate is responsible for the final determination of the suitability of the person to volunteer within a home/program. If the volunteer is working on more than one site, one manager/designate will be assigned primary responsibility for completing the feedback form for the volunteer.

Volunteers are required to inform the manager of any criminal charges brought against them while they are a volunteer with Kardel.

3.H. 5: Files

The manager/designate will complete the assigned volunteer duties form and the orientation checklist, and forward a copy to the Office Administrator to serve as part of the volunteer's permanent records along with their application, TB screen, criminal records check, and reference checks. Volunteer files are kept in a locked cabinet and they are treated as confidential in the same manner as personnel records. The Office Administrator ensures files

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are complete and orderly. A volunteer has the right to view their file by request to the Office Administrator, who will make arrangements within one week of the request.

The managers/designate ensure staff members are aware of the volunteer's duties while in the home/program and staff members provide a welcoming attitude to volunteers who help to enhance the quality of life for the individuals supported.

3.H. 6: Orientation and Training

Volunteers are provided with an orientation by the manager/designate and a volunteer orientation checklist is completed. For safety and security, volunteers will be oriented to the fire drill procedure, fire evacuation routes, emergency preparedness, location of the first aid kit and disaster preparedness supplies, and accident reporting. The completed orientation form is forwarded to the office administrator for tracking. Training is provided by staff members who are familiar with the individual supported. This will include an overview of their likes, dislikes, communication strategies, regular routines, and requirements for assistance. Volunteers may participate in training activities as approved by the Director of Programs and Quality Assurance.

3.H. 7: Performance Feedback

The manager/designate completes a volunteer feedback form annually or, in the case of people accruing hours for entry into a training program, upon completion of the hours. The Office Administrator will track volunteers and ensure documentation and feedback forms are on file.

If volunteers are accruing volunteer hours towards a recognized program of study, it will be incumbent upon them to sign in and out on a registry kept for volunteers for this purpose. They should also keep a personal log for their records.

3.H. 8: Confidentiality

Individual supported files are highly confidential. Requests for personal information pertaining to the individuals supported is to be directed to the manager/designate. Failure to respect the confidentiality of the individual supported will result in dismissal. Volunteers should not discuss individuals supported outside the home in a manner that breaches the person's rights to dignity, respect, and privacy. Volunteers attending courses and workshops must not discuss individuals supported by name or in such detail as to identify them. Volunteers sign a confidentiality agreement.

3.H. 9: Restrictions

- Volunteers will not be involved in the provision of personal care or take the lead role in the provision of First Aid/CPR if a trained staff member is readily available.

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- They will not drive the individual in their vehicles unless this has been pre-arranged with the manager/designate and proof of appropriate insurance is provided (minimum \$2,000,000 liability).
- Duties will be assigned under the direction at all times of the manager/designate. Volunteers will not be left unattended with an individual supported until such time as the individual supported receiving services, the volunteer, staff and manager/designate are assured that brief 1:1 time would be advantageous. Any outing or 1:1 time must be with the approval of the manager/designate and should be discussed with the family to ensure their consent.
- Volunteers and practicum students are not to be issued a username and password for ShareVision.
- Volunteers and practicum students will not have access to the document finder.
- Volunteers are not permitted to deliver any medication.

3.H. 10: Dismissal

In the event of conflicts that arise with the volunteer and individual supported in the home/program, and/or staff, the manager/designate will mediate the conflict. Kardel reserves the right to terminate a volunteer placement if his/her participation is detrimental to the interests of the individuals supported, staff members, or operation of the service.

3.H. 11: Exemptions

Friends of the individuals supported are not classified as volunteers and are not subject to the volunteer requirements. Where it is unclear whether a person's status is that of a friend, volunteer or a staff member, the matter must be brought to the Director of Programs and Quality Assurance for determination.

3. I: Practicum Placements

3.I. 1: Criteria For Use

Kardel welcomes practicum students as a valuable link to the community and as a contribution to a well trained workforce. Students will be accepted within our services with the primary aim of improving the quality of life for the individuals supported both in the short and long term. The college or university provides the course description and the learning outcomes for the practicum, which are in keeping with Kardel's overall requirements for qualified staff members. The Office Administrator works with the manager/designate to determine the appropriate practicum placement based upon the needs of the homes/program and the learning goals required for the student. The Office Administrator tracks the number of students and the success of the experience and follows up with the learning institute if problems exist.

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3.1. 2: Supervision

The roles and responsibilities of the instructor are stipulated by their college or university, and then are shared with the manager/designate and agreed to by Kardel. This would include the following areas:

- Orientation to the roles and responsibilities of the student, Kardel, and the instructor in the framework of the practicum;
- Orientation of the manager/designate to the learning goals for the practicum;
- Availability of the instructor for the student;
- Maintaining a link with the manager/designate and getting input into the student evaluation from the manager/designate.

The manager/designate is responsible for all aspects of the functioning of the home/program, including students. The managers/designates are the primary link for the student and the instructor. Students will work under the supervision of staff members while on site, with the manager/designate consulting with staff members to outline job duties and get feedback on performance.

3.1. 3: Signed Agreement

The Office Administrator coordinates with the college or university for the practicum placements. He or she ensures that proper documents are in place re: indemnity and updates of policies and procedures, and is involved in conflict resolution with the college or university if problems arise. The college or university provides the learning goals for the practicum and the signed agreement serves as an acknowledgement that Kardel will work with the student to provide experiences towards their learning goals.

3.1. 4: Documentation and Requirements

The college or university completes the Ministry of Public Safety and Solicitor General Criminal Record Check and negative TB test as part of our agreement with the college or university.

3.1. 5: Files

Managers/designates will complete the orientation checklist with the practicum student, and forward a copy to the Office Administrator to serve as a record of the student's involvement with the company. The student's file will consist of the orientation checklist and a feedback form. Files are kept in a locked cabinet with personnel files, and they are treated as confidential in the same manner as personnel records. The Office Administrator ensures files are complete. A student has the right to view their file by request to the Office Administrator, who will make arrangements within one week of the request.

Managers/designates ensure staff members are aware of the student's learning goals and assign appropriate duties to meet these goals while in the home/program and staff members are

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to provide a welcoming attitude to students to enhance the quality of life for the individuals supported.

3.1. 6: Orientation and Training

Students are provided with an orientation by the manager/designate and an orientation checklist is completed. For safety and security, students will be oriented to the fire drill procedure, fire evacuation routes, emergency preparedness, the location of the first aid kit and the disaster preparedness supplies, and accident reporting. The completed form is forwarded to Office Administrator for tracking. This will include an overview of the person's likes, dislikes, communication strategies, regular routines, and requirements for assistance. Students will be invited by the manager/designate to participate in training activities occurring in the home that may be of interest to them and that are without cost.

3.1. 7: Assessment and Performance

The manager/designate contributes to the student evaluations through feedback to the college instructor and student, which are part of the formal part of the evaluation process to determine the student's final grades in a particular course. These are confidential records between the student and instructor. The company student feedback form is used to complete our records to ensure we have an indication of the student's performance in our homes and programs. The Office Administrator will track students and ensure orientation and feedback forms are on file.

3.1. 8: Confidentiality

See 3.H.8.

3.1. 9: Restrictions

See 3.H.9.

3.1. 10: Dismissal

The manager/designate of all homes/programs reserves the right to approve the acceptance of a student. If conflicts arise with the student and individual supported in the home/program, and/or staff members, the manager/designate will mediate the conflict. Part of the role of the college or university instructor is to liaise between the manager/designate, student, and the college or university should any concerns or conflict arise. The instructor will be invited to be part of any mediation or conflict resolution process.

Kardel reserves the right to terminate a student if their participation is detrimental to the interests of the individuals supported, staff members, or operation of the service. However, an attempt may be made to place the student elsewhere within the system. Kardel will work cooperatively with the instructor of the program to address needs and issues.

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3.I. 11: Accident/Injury

If a student has an accident/injury on site the incident is to be entered under Staff Injury Form by the manager/designate. This applies to volunteers as well.

Policy:	Human Resources
Issued:	March 2003;
Reviewed:	December 2008; July 2009
Reference:	Letter from Camosun, CSW instructor, March 8, 2004
Cross Reference:	DPQA: H: practicum students tracking

3: J: Excluded Staff

3.J. 1: Benefits

Statutory benefits include WCB, EI and CPP.

Excluded employees working 20 or more hours per week receive the following benefits after they have completed 3 full calendar months:

- Long Term Disability (LTD). LTD premiums are employee-paid which means the benefit payments are tax-exempt.
- Group Life Insurance and Accident and Serious Incident (ASI) coverage is mandatory.
- All excluded employees will have MSP premiums paid by Kardel if they are not otherwise covered. Coverage will be based on each employee's requirements (e.g. single, couple, and family). Premiums are a taxable benefit. Staff eligible for premium assistance should complete the required documents annually with the Compensation Administrator.
- All excluded employees will have extended health premiums paid by Kardel, if they are not otherwise covered.
- All excluded employees will have dental premiums paid by Kardel, if they are not otherwise covered. Note: There is no orthodontic coverage.

The impact of premium increases for all categories listed above will be assessed by Kardel and some or all of such increases may be passed on to the employees.

Detailed information regarding benefits is available via website: www.grouphealthglobal.com.

3.J. 2: Vacation

Vacation will be based on years of continuous service, increasing annually to a maximum of 7 weeks (14%). All newly hired excluded staff will start with a vacation entitlement of 15 days after 1 year of continuous service and will accrue additional vacation entitlement in increments of 1 day per year. Exception: At the completion of ten years of continuous service (commencement of year 11), there will be a 2-day vacation entitlement increment for that year only.

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All vacation taken per year is non-inclusive of statutory holidays. In order to meet operational needs, excluded personnel are limited to a maximum of 5 consecutive weeks per vacation block/planned absence.

Leave requests must be submitted for approval to the direct supervisor with as much notice as possible.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>May 30, 2003</i>
<i>Revised:</i>	<i>October 25, 2004, June 23, 2014</i>
<i>Reference:</i>	<i>Memo from CEO; November 2003; Memo from CEO: October 22, 2004 Your Group Benefit Plan Book: Exempt staff at Kardel Healthcare Benefit Trust January 2013 Community Services Benefit Trust Employee Benefits Handbook Employment Standards Act B.C 2012</i>

3.J. 3: Sick Days

All excluded employees will have an annual entitlement of 12 paid sick days. The current sick bank and unused sick days is cumulative for all excluded employees up to a limit of 85 work days. Sick days will be paid at 100%.

3.J 4: Paid Bereavement Leave and Leave of Absence Without Pay

Excluded personnel will be granted up to 3 days with pay at the time of notification of death, upon submission of appropriate documentation, in the event of a death of a member of the employee's immediate family. This includes: parent (or alternatively step-parent or foster parent), spouse, common-law spouse, child, stepchild, brother, sister, father-in-law, mother-in-law, grandparent, grandchild, legal guardian, ward, and relatives permanently residing in the employee's household or with whom the employee permanently resides. Up to an additional two days without loss of pay may be taken for travel. Excluded staff may utilize up to five (5) sick days in addition to bereavement leave.

Leave of absence without pay is available for family responsibility leave, compassionate care leave, and jury duty as stipulated in the Employment Standards Act.

All requests, approvals, and denials for leave shall be in writing with as much notice as possible. Approvals shall not be withheld unjustly.

<i>Policy:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>October 2009; Updated January 2017</i>
<i>Reference:</i>	<i>Employment Standards Act</i>

3.J. 5: Travel Claims

Travel and meal allowance for excluded employees is consistent with the HEU contract.

Expenses are claimed on return on the cheque request form and submitted to the Director of Programs and Quality Assurance for approval and reimbursement. The costs come out of the training budget. All receipts for travel, meals, and accommodation need to be submitted. If an

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advance is required to cover costs, the manager/designate should contact the Director of Programs and Quality Assurance.

3.J. 6: *Manager Compensation Working Front Line Hours*

- All overtime must first be called out to bargaining unit members prior to being worked by managers.
- Managers have discretion with respect to refusing overtime to employees if there is reason to question the employee's ability to fully and safely perform the work during the additional hours.
- Managers who work front-line hours which accumulate with their regular hours to exceed 8 hours per day or 40 hours per week will be paid at Community Support Worker overtime rates.
- Eligible shifts are: weekday evenings and nights and weekend days, evenings and nights, and all shifts on statutory holidays. The manager will be paid at 1.5 statutory rate and reschedule a paid day off. Weekday day shifts are not eligible.
- If it is necessary to complete management duties after hours as a result of working front-line on the day shift, those hours are counted as excluded accumulated time off (ATO) and are to be used in the conventional fashion (Refer to 3.J.10)
- The base hourly rate will be as per CSW Step 4 of the Collective Agreement. Overtime rate is 2 hours @ 1.5 and the remainder @ 2.0.
- Managers can choose either to have the compensation paid out with each pay or to have it accumulated for up to 12 months. These accounts will be cleared annually (March 31) and paid with regular pay in the first pay period following March 31st of each year. Managers will indicate for each pay period their allocation for payout or accumulation

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>October 23, 2006; Effective October 8, 2006</i>
<i>Revised:</i>	<i>November 6, 2006; November 2014</i>
<i>Reference:</i>	<i>Minutes. Administration Meeting October 12, 2006; Memo to Program Managers 11/1/2006 from CEO</i>

3.J. 7: *Cell phones*

All managers and Home Share Coordinators will have Kardel cell phones. Managers and Home Share Coordinators provided with cell phones must be aware that cellular transmissions are not secure and use discretion in relaying confidential information. Kardel cell phones are for Kardel business and emergencies only.

For cell phones owned by the company all passwords should be registered with the Director of Finance or the Director of Programs and Quality Assurance.

<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>May 2008</i>
<i>Reference:</i>	<i>CSSEA self-help series: Personnel Policies and Procedures.</i>

3.J. 8: *Provision of References*

- Managers/Directors/CEO serve as the only authorized representatives on Kardel's behalf for giving references.

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- On request, all employees are entitled to a confirmation of employment letter that sets out objective information such as the employee's start and end dates, the positions held, and the key responsibilities.
- Managers/Directors/CEO must ensure they have the employee's consent prior to providing a reference to a prospective employer. An "Authorization to Provide a Reference" form is available for the managers to obtain written confirmation.
- Managers/Directors/CEO may at their discretion provide a more detailed reference letter that speaks to the employee's ability to perform their job and the diligence, skill, and reliability with which they carried out their duties. Managers/Directors/CEO is to provide the letter in a timely fashion. The employer takes reasonable care in both ascertaining the facts on which the reference is made and in drafting the letter itself. This could include discussing the employee's performance with their direct supervisor and reviewing performance appraisals.
- In cases where employment ended by mutual agreement or the employee resigned, and where there are no concerns about the employee's performance, employers should not hesitate to provide a reference letter.
- Where the employer has minor concerns about the employee's performance, the employer should consider providing a reference letter that simply focuses on the employee's positive attributes.
- If the performance concerns are significant, the employer should consider pointing this out in generalized language (i.e. "While employee has positive qualities, his attendance could be improved," or "Employee Y always met deadlines but he worked most effectively when he worked alone.").
- In cases where the employee is dismissed for cause, the employer should provide only a confirmation of employment letter.
- A reference should be an accurate, fair, and well-balanced representation of the employee's work performance and work-related behaviour. Avoid exaggeration, making inaccurate statements, or omitting relevant facts. Provide a reference as requested by the prospective employer and answer only the questions asked. A reference could be challenged if the manager made slanderous falsehoods about an ex-employee.
- It is important to ensure that the person requesting the reference has been authorized by the employee to seek the reference. It may be wise to phone the employer back after you have confirmed with the employee that they have agreed to your name being used as a reference.

If there is uncertainty on the part of the manager about the reference, refer to the Director of Human Resources.

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<i>Policy Group:</i>	<i>Human Resources</i>
<i>Issued:</i>	<i>October 2002</i>
<i>Revised:</i>	<i>January 2007</i>
<i>Reviewed:</i>	<i>December 2007</i>
<i>Reference:</i>	<i>CSSEA's Self-Help Series: Reference Checks; CSSEA News January 2007, Volume 14, Issue 01</i>

3.J. 9: Manager's Absences

The appointment of a replacement by a manager during absences is at the discretion of the manager in consultation with the Director of Human Resources.

Managers may opt to choose a "buddy" manager from another home/program to oversee operations during short absences.

The designate chosen to cover during manager absences is selected by the manager of the home/program based on performance, leadership, relevant skills, and service. The staff members eligible to meet the requirements of Licensing for the manager's role will be selected to act in the role of designate. The selection is reviewed and approved by the Director of Human Resources and the Director of Programs and Quality Assurance. The designate does not have to be the same person for the full duration of the manager's absence.

The manager will determine the designate schedule in advance of the absence, where possible. The schedule should be arranged to facilitate essential administrative and operational duties (payroll, scheduling, and banking). In most cases, it is expected that the designate will continue with their front line duties. However, should circumstances arise that require follow up, the designate will consult with the Director of Human Resources or Director of Programs and Quality Assurance to discuss changes to the schedule.

Leave for managers of over 30 calendar days should be submitted to the Director of Human Resources 8 weeks in advance to ensure adequate time for approval of the designate by the Licensing Branch.

3.J. 9 a) Front Line Duties

Care for the individuals supported is not to be compromised by virtue of the manager's absence. Additional front line staff may be booked depending on the requirements of the home/program, the length of absence, and the workload.

3.J. 9 b) Management Function

The temporary replacement is not expected to assume full managerial duties. In some circumstances the Director of Human Resources or another manager might be the only designated manager replacement. In all circumstances, a greater administrative vigilance is maintained when the regular manager is unavailable. The temporary replacement is expected to begin attending manager group meetings for absences over five weeks.

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For unplanned absences (e.g. sick days) no specific provision for replacement of on site management is made. Other managers are available for consultation regarding non-urgent issues, and anything of an urgent nature, when the manager cannot be contacted, is referred to the main office.

3.J. 9 c) Compensation

A bargaining unit employee appointed as designate for more than one day will get 10% above their rate of pay. The designate must be on shift for the 10% differential to be paid.

3.J. 9 d) Weekend On-Call Manager Rotation

There is one manager on-call assigned for the agency each weekend. The cell phone number is posted in each home: 250-589-5308. The manager is responsible 24 hours per day beginning Friday 5:00pm and ending Monday 7:00am. There will be extra days for weekend statutory holiday coverage.

All emergency calls requiring direction from a manager, including approval for overtime, from homes are to be made to the manager on-call. The manager on-call will deal with the emergency in the appropriate manner, make further contact if necessary, and consult with the manager only if necessary. This may include the requirement to attend hospital in the event of a serious illness/injury of an individual supported.

The manager on-call each weekend is provided with the following:

- On-call communication/log book with list of manager's names and home phone numbers and a list of home/program numbers.
- Access to relevant information via ShareVision
- Crisis staffing protocol policy
- Cell phone and charger

The manager on-call must record each call received, noting the date, time, nature of the call, and action taken. The manager will receive: 8 hours of ATO for a 2 day weekend (Friday evening to Monday morning), and an additional 4 hours of ATO for each additional day.

If an extraordinary situation arises requiring significant involvement by the on-call manager (over four hours) time will be reimbursed at straight lieu time. Managers will provide documentation. Hours banked are to be taken at no cost to Kardel.

3.J. 10: Accumulated Time Off: Excluded staff members

Excluded staff members may need to work additional hours in order to complete duties required within their role/position. Excluded staff members may accumulate time worked beyond their regular hours and take the time off at a later date. These hours (ATO) are to be scheduled as

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soon as possible. ATO banks should not exceed 25 hours and accumulated time off is not paid out upon termination of employment.

Managers are required to inform the Director of Human Resources of any/all changes to their schedule. Managers are required to submit a "Leave Request Form" to the Director or Human Resources for approval prior to taking one (1) or more days of accumulated time off.

3.J. 11: Grievance and Appeals Procedures

As with all staff members, excluded staff members should bring grievances to the attention of their immediate supervisor. The supervisor should address the issue within seven days. If the issue cannot be resolved with the immediate supervisor, the issue should be brought to the Director of Human Resources by the manager and the staff member. The Director of Human Resources will address the issue within seven days. If not resolved with Director of Human Resources, then the employer should forward the complaint to the CEO who will address the issue within seven days. A written summation of the decision should be provided to the excluded staff member and a copy forwarded to Director of Human Resources.

Depending on the nature of the complaint, if the issue is unresolved internally it may be appealed by the employee to the appropriate external body. Though not a comprehensive listing, these bodies may include; WorkSafe BC, Employment Standards, BC Human Rights Commission, Information and Privacy Commissioner, Community Living BC, and Community Care Facilities Licensing. Kardel would work cooperatively with the external investigating body to ensure our legal and ethical responsibilities are met.

3.J. 12: Benefits While on Disability Leave of Absence

If, while working for Kardel, an excluded employee becomes totally disabled from any cause and is unable to work, thereby qualifying for disability benefits from Employment Insurance, Canada Pension Plan, group or private disability, Kardel will continue to provide the employee's insured benefits on the same basis as prior to disability* for the 4 month qualification period for long term disability.

(*Excluded employees are responsible for 100% of their LTD premiums)

Following the qualification period, the employee may choose to continue benefits paying 50% of the cost. The maximum period that insured benefits will be continued for a disabled employee is 16 months (i.e. throughout the 4 month qualification period for long term disability and during the following 12 months if disability continues) or until the employee's employment is terminated, if earlier.

In the event that an employee does not pay his/her share of the insurance premiums, coverage for the insured employee and their eligible dependents (if any) will be discontinued after a 30-day notice period served in writing by Kardel.

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If the employee is still disabled and unable to return to work following 16 months of continuous disability, their group insurance benefits will be terminated. Written notice will be given at least 30 days prior to the termination date.

Employees may pursue a personal extended health care and/or dental plan at their own expense when group benefits are no longer available. Coverage may be available through Kardel's benefit carrier without medical evidence of insurability if application is made within 60 days of the end date of group coverage. If the application is made more than 60 days following termination of group benefits, medical evidence may be required for the employee and their eligible dependents, if any. Coverage would be effective on the first day of the month following approval by the insurer. It is the employee's responsibility to locate and apply for personal coverage within the specified timeframe.