

Table of Contents

<i>Foreword</i>	iii
<i>Preface</i>	v
<i>Acknowledgments</i>	vii
<i>User's Guide</i>	UG-1
INTRODUCTION	1-1
1:10 Do You Really Need Employment Policies?	1-1
1:20 Are Policies Legally Binding on Employees?	1-2
1:30 What Policies Should You Implement?	1-3
1:40 What Should You Consider When Drafting Policies?	1-3
1:40:10 Form	1-3
1:40:20 Content	1-5
1:50 How Should You Implement Your Policies?	1-6
1:60 How Should You Enforce the Policies?	1-7
1:70 How Do You Maintain the Employee Policy Handbook?	1-7
EMPLOYEE POLICY HANDBOOK	2-1
2:10 Sample Policies	2-1
2:20 Checklist for Employee Policy Handbook	2-1
General	3-1
A-1 Organizational Information	3-1
A-1.1 Background and Description of <ORGANIZATION>	3-1
A-1.2 Mission Statement	3-3
A-1.3 Vision and Values	3-5
A-1.4 Strategic Plan	3-7
A-1.5 Corporate Philosophy	3-9
A-1.6 Code of Conduct	3-11
A-1.6L Code of Conduct (long version)	3-12.3
A-1.7 Welcome to <ORGANIZATION>	3-12.13
A-1.8 A Word About This Handbook	3-12.15
A-2 Policy Handbook Considerations	3-13
A-2.1 Force of Policies	3-13
Employee Management	4-1
B-1 Recruitment and Selection	4-1
B-1.1 Hiring Procedure	4-1
B-1.2 Internal Hiring	4-5
B-1.3 Hiring Family Members	4-7

POWERFUL EMPLOYMENT POLICIES

B-1.4	Orientation Program	4-9
B-1.5	Probationary Period	4-11
B-1.6	Background and Criminal Reference Checks	4-12.3
B-1.7	Contracts of Employment	4-12.9
B-1.8	Length of Service and Seniority	4-12.13
B-1.9	Succession Planning	4-12.15
B-1.10	Essential Workers	4-12.19
B-2	Performance Management	4-13
B-2.1	Job Descriptions	4-13
B-2.2	Performance Evaluations	4-15
B-2.3	Training and Development	4-17
B-3	Employee Relations	4-20.1
B-3.1	Dispute Resolution Procedure	4-20.1
B-3.2	Employee Feedback	4-21
B-3.3	Privacy	4-22.1
B-3.4	Bulletin Boards	4-22.9
B-4	Human Rights	4-23
B-4.1	Equal Opportunity	4-23
B-4.2	Respect in the Workplace (Harassment and Violence)	4-29
B-4.2A	Respect in the Workplace (Federal) (Harassment and Violence)	4-30.14e
B-4.3	Accommodating Individual Needs	4-30.15
B-4.3A	Accommodation of Mental Health Needs	4-30.18c
B-4.4	Employee Dating	4-30.19
B-4.5	Sexual Orientation and Gender Identity/Expression	4-30.21
B-4.6	Maintaining a Positive Work Environment	4-31
B-4.7	Workplace Violence and Domestic Violence	4-32.1
B-4.8	Breastfeeding	4-32.9
B-4.9	AODA Customer Service Standard	4-32.11
B-4.10	AODA Employment Standard	4-32.15
B-4.11	Accessibility Statement	4-32.25
B-4.12	Early and Safe Return to Work	4-32.27
B-4.13	Psychological Health and Safety (National Standard Compliance)	4-32.31
B-4.14	Employee Resource Groups	4-32.47
B-4.15	Gender Transition Guidelines	4-32.51
B-5	Discipline and Termination	4-33
B-5.1	Employee Discipline	4-33
B-5.1L	Employee Discipline (long version)	4-37
B-5.2	Termination	4-40.1
B-5.3	Retirement	4-40.5
B-5.4	Providing References	4-40.7
B-5.5	Temporary Layoff	4-41
B-5.6	Resignation from Employment	4-45

TABLE OF CONTENTS

Terms and Rules of Employment 5-1

C-1 Scheduling 5-1

C-1.1 Hours of Work..... 5-1

C-1.2 Flextime 5-3

C-1.3 Telework 5-5

C-1.4 Overtime 5-13

C-1.5 Statutory Holidays 5-16c

C-1.5A Substitute Holidays 5-16g

C-1.6 Smoking Breaks 5-16.1

C-1.7 Job Sharing..... 5-16.4a

C-1.8 Work Schedules 5-16.4c

C-2 Attendance Policy 5-16.5

C-2.1 Attendance and Punctuality 5-16.5

C-2.2 Reporting Absences..... 5-17

C-2.3 Personal Days/Sick and Family Responsibility Leave 5-19

C-2.4 Sick Leave 5-23

C-2.4A Sick/Personal Days 5-27

C-2.4B Temporary Enhanced Sick Leave 5-30a

C-2.5 Leave of Absence..... 5-30d.1

C-2.6 Pregnancy, Parental and Adoption Leave 5-30e

C-2.7 Bereavement Leave 5-30.1

C-2.8 Court Leave 5-30.5

C-2.9 Inclement Weather..... 5-30.7

C-2.10 Compassionate Care Leave 5-30.9

C-2.11 Emergency Preparedness and Response Plan 5-30.13

C-2.12 Religious Leave 5-30.19

C-2.13 Elections..... 5-30.21

C-2.14 Military Reservist Leave 5-31

C-2.15 Infectious Illnesses 5-32.1

C-2.16 Medical Notes 5-32.2a

C-2.17 Emergency Leave: Declared Emergencies and Infectious
Disease Emergencies 5-32.2e

C-3 Standards of Conduct 5-32.3

C-3.1 Health and Safety 5-32.3

C-3.1A Right to Refuse Unsafe Work 5-32.5

C-3.2 Alcohol and Drug Use 5-33

C-3.3 Dress, Grooming and Personal Hygiene 5-37

C-3.3L Dress, Grooming and Personal Hygiene (long version) 5-38.3

C-3.4 Protection of Property 5-39

C-3.5 Neatness of Work Area 5-41

C-3.6 Conflict of Interest 5-43

C-3.7 Customer Service 5-47

C-3.8 Confidential Information..... 5-49

C-3.9 Protection and Use of Corporate Property 5-51

C-3.10 E-mail, Internet and Computer Use 5-53

POWERFUL EMPLOYMENT POLICIES

C-3.11 Driving Safety..... 5-58.1
C-3.12 Personnel Records..... 5-59
C-3.13 Cellphone Use 5-61
C-3.14 Media Relations..... 5-63
C-3.15 Internal Disclosure Report (Whistleblowing) 5-65
C-3.16 Ownership of Inventions 5-71
C-3.17 Searches 5-73
C-3.18 Visitors to the Workplace 5-75
C-3.19 Safe Ride Procedure 5-77
C-3.20 Business Etiquette Guidelines..... 5-79
C-3.21 Social Media..... 5-85
C-3.22 Travel 5-91
C-3.23 Environmental Responsibility..... 5-95
C-3.24 Personal Fundraising in the Workplace..... 5-99
C-3.25 Environmental Sensitivity 5-101
C-3.26 Compliance with Anti-Spam Legislation 5-103
C-3.27 Immigration Law Compliance 5-105
C-3.28 Off-Duty Conduct..... 5-107
C-3.29 Fair Competition and Antitrust..... 5-111
C-3.30 Securities Laws and Insider Trading..... 5-113
C-3.31 Use of Personal Devices..... 5-115
C-3.32 Internal Meetings..... 5-117
C-3.33 Global Positioning Systems (GPS) 5-119
C-3.34 Handling Cash 5-123
C-3.35 Bring Your Own Device 5-127
C-3.36 Electronic Communications Outside of Work Hours..... 5-131
C-3.37 Recording Conversations..... 5-135
C-3.38 Etiquette in Open Work Spaces..... 5-139
C-3.39 Emergency (Epidemic and Pandemic) Preparedness 5-143
C-3.40 COVID-19 Health and Safety Measures 5-155
C-3.41 Infectious Diseases and Vaccinations 5-163

Compensation 6-1

D-1 Pay 6-1

D-1.1 Salary Philosophy 6-1
D-1.2 Payment of Wages..... 6-2.1
D-1.3 Time Records 6-2.3
D-1.4 Pay Equity..... 6-2.5
D-1.5 Equal Pay Regardless of Employment Status..... 6-2.9

D-2 Benefits..... 6-3

D-2.1 Insurance Benefits 6-3
D-2.2 Incentive Programs 6-5
D-2.3 Vacations 6-7
D-2.4 Employee Assistance Program 6-11
D-2.5 Membership in Associations 6-13
D-2.6 Community and Charitable Service..... 6-14.1

TABLE OF CONTENTS

D-2.7	Roadside Assistance Membership	6-14.5
D-2.8	Employee Health and Wellness Program.....	6-14.7
D-3	Reimbursable Expenses	6-15
D-3.1	Business Expenses	6-15
D-3.2	Corporate Credit Cards	6-19
D-3.3	Employee Discounts and Purchase Plans.....	6-21
	MANAGER’S REFERENCE MANUAL	7-1
7:10	Sample Pages	7-1
	Manager’s Reference Manual	8-1
8:10	About This Manual.....	8-1
8:20	Effective Leadership	8-2
8:30	Mission, Vision and Values – Policies A-1.2 and A-1.3	8-4
8:40	Corporate Philosophy and Code of Conduct – Policies A-1.5 and A-1.6	8-5
8:50	Hiring Procedure – Policy B-1.1.....	8-7
8:60	Orientation of New Employees – Policy B-1.4.....	8-9
8:70	Probationary Period – Policy B-1.5.....	8-11
8:75	Contracts of Employment – Policy B-1.7.....	8-12
8:80	Job Descriptions – Policy B-2.1	8-12.2
8:90	Performance Evaluations – Policy B-2.2	8-13
8:100	Training and Development – Policy B-2.3.....	8-24
8:110	Dispute Resolution – Policy B-3.1.....	8-25
8:120	Employee Feedback – Policy B-3.2	8-27
8:130	Equal Opportunity and Accommodating Special Needs – Policies B-4.1 and B-4.3	8-28
8:132	Managing Mental Health in the Workplace – Policies B-4.3 and B-4.3A	8-30
8:135	Mental Health Accommodation – Policies B-4.3 and B-4.3A... 8-30.2a	
8:137	Family Status Accommodation – Policy B-4.3..... 8-30.2c	
8:140	Respect in the Workplace – Policy B-4.2..... 8-30.3	
8:142	Unconscious Bias and Combatting Racial Discrimination	8-30.8
8:145	Employee Dating – Policy B-4.4	8-30.17
8:150	Employee Discipline – Policy B-5.1.....	8-31
8:160	Termination – Policy B-5.2	8-39
8:170	Providing References – Policy B-5.4	8-41
8:180	Flextime and Telework: “Flexible Work Arrangements” – Policies C-1.2 and C-1.3.....	8-42
8:190	Overtime – Policy C-1.4.....	8-45
8:195	Job Sharing – Policy C-1.7	8-47
8:200	Attendance and Punctuality – Policy C-2.1.....	8-48
8:210	Personal Days – Policy C-2.3	8-49
8:215	Sick Leave – Policy C-2.4	8-50
8:220	Pregnancy, Parental and Adoption Leave – Policy C-2.6	8-50.1
8:230	Health and Safety – Policy C-3.1.....	8-50.3
8:240	Alcohol and Drug Use – Policy C-3.2	8-51

POWERFUL EMPLOYMENT POLICIES

8:250 Dress, Grooming and Personal Hygiene – Policy C-3.3..... 8-52
8:260 Protection of Property – Policy C-3.4..... 8-53
8:270 Neatness of Work Area – Policy C-3.5 8-54
8:280 Conflict of Interest – Policy C-3.6..... 8-55
8:290 Customer Service – Policy C-3.7 8-56
8:300 Protection and Use of Corporate Property – Policy C-3.9
E-mail, Internet and Computer Use – Policy C-3.10 8-57
8:302 Internal Disclosure (Whistleblowing) – Policy C-3.15..... 8-59
8:305 Safe Ride Procedure – Policy C-3.19 8-60
8:307 Social Media – Policy C-3.21 8-61
8:310 Vacations – Policy D-2.3 8-62
8:320 Employee Assistance Program – Policy D-2.4 8-63

INDEX OF FORMS IF-1
1. Employee Acknowledgement..... 9-1
2. Orientation Checklist 9-2
3. Probationary Employee Evaluation..... 9-4
4. Staff Training and Development Requisition 9-5
5. Workplace Respect Complaint 9-7
6. Discipline Notice 9-8.1
7. Reference Check..... 9-9
8. Reference Check Releases 9-11
9. Overtime Log 9-12
10. Employee Absence Report..... 9-13
11. Vacation Request..... 9-14
12. Expense Report 9-15
13. Performance Improvement Plan..... 9-16.1
14. Workplace Respect Complaint: Investigation Plan 9-17
15. Letter to Physician Requesting Additional Information..... 9-20.1
16. Employee Medical Report 9-21
17. Evaluation of Training Program 9-24.1
18. Peer Recognition Award Nomination..... 9-25
19. Confidentiality Agreement..... 9-26
20. Exit Interview 9-27
21. Leave of Absence Request..... 9-29
22. Internet and Email Usage Agreement..... 9-30
23. Notice of Resignation..... 9-31
24. Notice of Lateness..... 9-32
25. Salary Advance Requisition..... 9-33
26. Corporate Credit Card Agreement 9-34
27. Employee Loan Agreement 9-35
28. Internal Disclosure Report 9-36
29. Volunteer Activity Form 9-37
30. Authorization to Release Health Care Information 9-38
31. Return to Work and Accommodation Agreement..... 9-39
32. Workplace Respect Complaint: Investigation Report..... 9-41

TABLE OF CONTENTS

33. Workplace Respect Complaint: Memo to Complainant
(Harassment Found) 9-43

34. Workplace Respect Complaint: Memo to Complainant
(No Harassment Found) 9-45

Index IN-1