

# Table of Contents

## VOLUME 1

Introduction  
About the Authors  
Acknowledgments

### CHAPTER 1 PLANNING FOR STAFFING

#### 1.1 FORECASTING FORMS

##### (1) Form Elements

- Example 1.1(1): Estimate of Staffing Needs
- Example 1.1(2): Supply Forecast
- Example 1.1(3): Determining Supply for Human Resources Planning
- Example 1.1(4): Human Resources Planning: A Tool for Determining Supply — A
- Example 1.1(5): Employee Development Plan: A Tool for Determining Supply — B
- Example 1.1(6): Human Resources Planning: Replacement Chart
- Example 1.1(7): Human Resources Planning: Determining Demand & Supply — C
- Example 1.1(8): Reorganization Checklist
- Example 1.1(9): Resource Planning Form
- Example 1.1(10): Resource Assessment Tool
- Example 1.1(11): Recording Benchmarking Opportunities
- Example 1.1(12): Technology Enabler: Preparedness Assessment Questionnaire
- Example 1.1(13): Ranking Questionnaire
- Example 1.1(14): Recruitment Management Strategy Planning
- Example 1.1(15): Recruitment Strategy Guidelines
- Example 1.1(16): Issues Regarding Designating a New Jobs as Hybrid, remote or Work From Home. (H/R/WFH)
- Example 1.1(17): Compensations Issues re Hybrid, Remote and Work From Home Jobs

#### 1.2 TURNOVER ANALYSIS

##### (1) Form Elements

- Example 1.2(1): Personnel Activity Report

- Example 1.2(2): Separation Rate by Month and Division
- Example 1.2(3): Creating a Benchmark Object Profile
- Example 1.2(4): Sample Turnover Analysis

### 1.3 PERSONNEL REQUISITION FORMS

#### (1) Form Elements

- Example 1.3(1): Personnel Requisition
- Example 1.3(2): Personnel Requisition
- Example 1.3(3): Personnel Requisition with Quantified Justification
- Example 1.3(4): Personnel Requisition with Budget Justification
- Example 1.3(5): Personnel Addition — Rationale
- Example 1.3(6): Permission to Recruit
- Example 1.3(7): Temporary Employee Requisition Form
- Example 1.3(8): Position Requisition Form
- Example 1.3(9): Sample Permission to Recruit
- Example 1.3(10): Request to Promote Form

### 1.4 TRACKING FORMS

#### (1) Form Elements

- Example 1.4(1): Salaried Vacancies Tracking Log
- Example 1.4(2): Cost per Hire Report
- Example 1.4(3): Consolidated Employee Count — Salaried Staff
- Example 1.4(4): Consolidated Employee Count — Hourly Staff
- Example 1.4(5): Human Resources Report Card

### 1.5 JOB DESCRIPTIONS

#### (1) Form Elements

- Example 1.5(1): Job Description Guidelines
- Example 1.5(2): Job Description Format Incorporating Instructions
- Example 1.5(3): Job Description for a Maintenance Supervisor
- Example 1.5(4): Job Description for Administrative Assistant
- Example 1.5(5): Job Description with Justification for Listing Functions as Essential for Employment of People with Disabilities
- Example 1.5(6): Job Fact Sheet for Job Description
- Example 1.5(7): Formulating a Job Description
- Example 1.5(8): Job Analysis Checklist (RE: Job Descriptions)
- Example 1.5(9): Checklist for Writing Job Descriptions
- Example 1.5(10): Common Problems in Job Descriptions
- Example 1.5(11): Identifying Critical Competencies for CEOs & Executives — Checklist
- Example 1.5(12): Business Process Re-engineering

## TABLE OF CONTENTS

Example 1.5(13):	Competency-Based Job Description Template
Example 1.5(14):	Other Common Job Description Fields
Example 1.5(15):	Sample Job Descriptions Policy
Example 1.5(16):	Job Description Action Words
Example 1.5(17):	Job Description Template

### 1.6 PHYSICAL DEMANDS ANALYSIS

#### (1) Form Elements

Example 1.6(1):	Physical Demands for an Order Filler
Example 1.6(2):	Physical Demands and Environmental Analysis Worksheet
Example 1.6(3):	Pre-placement Physical Medical Exam — Fitness to Work Form
Example 1.6(4):	Immunization Record
Example 1.6(5):	Sample Job Site Analysis Report

### 1.7 OUTSOURCING

Example 1.7(1):	Outsourcing: Checklist for Recruiting
Example 1.7(2):	Outsourcing: Vendor Selection Considerations
Example 1.7(3):	Outsourcing: Transition to Provider—Detailed Plan
Example 1.7(4):	Outsourcing: Relationship Management
Example 1.7(5):	Outsourcing: Review/Evaluation of Arrangements & Contracts

## CHAPTER 2 MANAGING THE HIRING PROCESS

### 2.1 APPLICATION FORMS

#### (1) Legal Considerations

#### (2) Form Elements

Example 2.1(1):	Application for Employment
Example 2.1(1.1):	Checking Proof of Right to Work in Canada
Example 2.1(2):	Application for Employment
Example 2.1(3):	Application for Employment
Example 2.1(4):	Application for Employment
Example 2.1(5):	Application for Employment
Example 2.1(6):	Application for Employment
Example 2.1(7):	Employment Application Form — Retail
Example 2.1(7.1):	Job Application Form — Manufacturing
Example 2.1(8):	Acknowledgment Sample — General
Example 2.1(9):	Acknowledgment Sample — Specific
Example 2.1(10):	Pre-Employment Statement
Example 2.1(11):	Sample Job Application Form
Example 2.1(12):	Resume Review Checklist

## 2.2 SIGN-OFF FORMS

(1) Legal Considerations

(2) Form Elements

Example 2.2(1): Software Guidelines

Example 2.2(2): Conflict of Interest and Confidentiality  
Acknowledgment

Example 2.2(3): User Declaration — Internet Use

Example 2.2(4): Confirmation of Understanding of the Employment Policies and  
Procedures

Example 2.2(5): Reference Release

Example 2.2(5.1): Release Authorizing Reference Check of Applicant's  
Credentials

Example 2.2(6): False Statement Warning for Employment  
Application

Example 2.2(7): Request for School Transcripts

## 2.3 APPLICATIONS FOR INTERNAL POSTINGS

(1) Legal Considerations

(2) Form Elements

Example 2.3(1): Internal Application for Positions Posted

Example 2.3(1.1): Internal Application Form

Example 2.3(2): Position Vacancy Posting and/or Advertising Request

Example 2.3(3): Job Posting Availability Notice

Example 2.3(4): Job Posting Application Form

## 2.4 RECRUITMENT

(1) Form Elements

Example 2.4(1): Checklist for Recruitment/Selection Process

Example 2.4(1.1): Hiring and Recruitment — Checklist

Example 2.4(1.2): Recruitment Planning Checklist

Example 2.4(1.3): Internal Recruiting Strategy Questions

Example 2.4(1.4): External Recruiting Strategy Questions

Example 2.4(1.5): Questions When Screening Resumes for Technology  
Employees

Example 2.4(2): Guidelines for Recruitment

Example 2.4(2.1): Process for Creating a New Position

Example 2.4(2.2): Replacing an Employee

Example 2.4(2.3): Employment Process Chart

Example 2.4(2.4): Temporary Employee Request Form

Example 2.4(3): How to Hire: “The People Advantage” (Article)

## TABLE OF CONTENTS

Example 2.4(4):	Application Screening Worksheet
Example 2.4(4.1):	Applicant Screening Profile
Example 2.4(5):	Interview Panel Scoring and Analysis
Example 2.4(6):	Screening Guidelines for Resumes
Example 2.4(7):	Resume Screening – Checklist
Example 2.4(8):	Advertising for Jobs in Newspapers
Example 2.4(9):	Useful Questions for External Recruiters
Example 2.4(10):	How to Recruit in a Tight Labour Market
Example 2.4(11):	Using Specialty Recruiting Firms

### 2.5 INTERVIEW INFORMATION

(1)	Legal Considerations
(2)	Form Elements
Example 2.5(1):	Effective Interviewing Techniques (Article)
Example 2.5(2):	Things to Look for in an Interview
Example 2.5(3):	Interview Checklist (Article)
Example 2.5(4):	List of Protected Grounds to Avoid Discrimination in Employment (Ontario)
Example 2.5(5):	Sample Questions Not Allowed
Example 2.5(5.1):	Diverse Recruiting – Proper Language
Example 2.5(5.2):	Developing Appropriate Interview Questions for Technology Employees
Example 2.5(6):	Summary of Candidates
Example 2.5(6.1):	Recruitment Process Tracking
Example 2.5(7):	Application Appraisal Form
Example 2.5(7.1):	Applicant's Self-Assessment of Ability to do the Job
Example 2.5(7.2):	Interviewer's Evaluation of Candidate
Example 2.5(8):	First Interview Worksheet
Example 2.5(9):	Applicant Skills/Competencies Shortlist
Example 2.5(10):	Interview Report
Example 2.5(11):	Competency Assessment Sheet
Example 2.5(12):	Guidelines for Telephone Screening
Example 2.5(13):	Sample Telephone Interview
Example 2.5(14):	Post Interview Checklist
Example 2.5(15):	Questioning Techniques in Interviewing
Example 2.5(16):	Listening Techniques in Interviewing
Example 2.5(17):	Confirmation Email – Telephone Interview
Example 2.5(18):	Confirmation Email – Virtual/Online Interview
Example 2.5(18.1):	Virtual/Online Interview Ideas
Example 2.5(19):	Confirmation Email – In-Person Interview

- Example 2.5(20): Questions for Interviewing Customer Service Candidates
- Example 2.5(21): Screening Interview — Preparation
- Example 2.5(22): Behavioural-Based Questions
- Example 2.5(23): Wrapping Up the Interview
- Example 2.5(24): Candidate Questions to be Prepared for

## 2.6 OFFER LETTERS AND ACKNOWLEDGMENT LETTERS

### (1) Legal Considerations

### (2) Form Elements

- Example 2.6(1): Offer Letter
- Example 2.6(2): Offer Letter
- Example 2.6(3): Offer Letter
- Example 2.6(4): Offer Letter
- Example 2.6(5): Offer Letter
- Example 2.6(6): Offer Letter
- Example 2.6(7): Acknowledgment Letter — Unsuccessful Interview
- Example 2.6(7.1): Rejection Letter
- Example 2.6(7.2): Rejection Letter to Internal Applicant
- Example 2.6(7.2.1): Feedback to Job Applicants
- Example 2.6(7.2.2): Rejection of Unsuccessful Candidates
- Example 2.6(8): Letter Confirming Employment
- Example 2.6(8.1): Sample Legal Acknowledgement of Job Offer
- Example 2.6(9): Job Offer Request Form — Details for Verbal Offer
- Example 2.6(10): Sample Script for Verbal Offer
- Example 2.6(11): Guidelines for Extending Offers Electronically
- Example 2.6(12): Offer Package Checklist

## 2.7 EMPLOYMENT AGREEMENTS

### (1) Legal Considerations

### (2) Form Elements

- Example 2.7(1): Employment Contract - Letter Form
- Example 2.7(2): Employment Contract - Long Form
- Example 2.7(3): Informal Employment Contract
- Example 2.7(4): Casual Staff Employment Contract
- Example 2.7(5): Employment Contract Checklist
- Example 2.7(6): Terms of Employment Contract Checklist

## 2.8 INDEPENDENT CONTRACTOR STATUS

- Example 2.8(1): Employee/Independent Contractor Status and Checklist

## TABLE OF CONTENTS

Example 2.8(2):	Independent Contractor Determination Form
Example 2.8(3):	Independent Contractor Determination Guidelines

### 2.9 REFERENCE CHECK FORMS

(1)	Legal Considerations
(2)	Form Elements
Example 2.9(1):	Reference Check Form
Example 2.9(1.1):	Reference Release
Example 2.9(2):	Police/Criminal Reference Check Request
Example 2.9(2.1):	Authorization for Fingerprinting
Example 2.9(2.2):	Consent for Criminal Record Search
Example 2.9(3):	Reference Check Sheet
Example 2.9(4):	Reference Check
Example 2.9(4.1):	Personal Reference Check
Example 2.9(5):	Telephone Reference Check
Example 2.9(5.1):	Telephone Reference Checking Form
Example 2.9(6):	Qualification Reference Check
Example 2.9(7):	Proof of Eligibility to Work
Example 2.9(8):	Tips for Using Temporary Employees - Background Checks
Example 2.9(9):	Employee Referral Program — Cash Award Memo
Example 2.9(10):	Flyer — Reminding Employees of Referral Bonus Award Program
Example 2.9(11):	Application for Referral Bonus Award
Example 2.9(12):	Employee Referral Bonus Award Memo
Example 2.9(13):	Employee Referral Program Overview
Example 2.9(14):	Employee Referral Form

### 2.10 ORIENTATION INFORMATION

(1)	Legal Considerations
(2)	Form Elements
Example 2.10(1):	New Employee Information Checklist
Example 2.10(1.1):	New Hire Documentation for Employee Personnel File
Example 2.10(1.2):	Checklist for Pre-Employment Communications
Example 2.10(2):	Orientation Program Supervisor's Checklist
Example 2.10(2.1):	Orientation Checklist
Example 2.10(3):	Record of Orientation
Example 2.10(4):	Employee Onboarding - Orientation - Probation Checklist
Example 2.10(5):	Orientation Checklist – Example 2
Example 2.10(6):	Checklist for Day 1 Communication to New Employee
Example 2.10(7):	Checklist of First 30 Days Communication to New Employee

- Example 2.10(8): Emergency Contact Form
- Example 2.10(9): Payroll Setup Form
- Example 2.10(10): Virtual Onboarding Checklist

### **CHAPTER 3: HUMAN RIGHTS COMPLIANCE AND RESOLVING EMPLOYEE COMPLAINTS**

#### **3.1 HUMAN RIGHTS PROHIBITED GROUNDS OF DISCRIMINATION**

- Example 3.1(1): Chart of Prohibited Grounds of Discrimination
- Example 3.1(2): Application Form Do's and Don'ts

#### **3.2 HUMAN RIGHTS COMMISSION GUIDELINES**

- Example 3.2(1): List of Employment Related Policies and Guidelines Available from Human Rights Commissions across Canada

#### **3.3 GENDER NEUTRAL LANGUAGE GUIDELINES**

- Example 3.3(1): Gender Inclusive Language Checklist
- Example 3.3(2): Gender Neutral Language Guidelines

#### **3.4 HARRASSMENT AND EMPLOYEE COMPLAINTS**

- (1) Legal Considerations
- (2) Form Elements
  - Example 3.4(1): Personal Harassment Complaint Form
  - Example 3.4(2): Employee Incident Form
  - Example 3.4(3): Workplace Harassment Policy Checklist
  - Example 3.4(4): Workplace Harassment Prevention Program Checklist
  - Example 3.4(5): Employee Abuse Form

#### **3.5 RESOLUTION OF EMPLOYEE COMPLAINTS**

- (1) Legal Considerations
- (2) Form Elements
  - Example 3.5(1): Employee Complaint Communication Procedure
  - Example 3.5(2): Harassment Investigation Tips Do's and Don'ts
  - Example 3.5(2.1): Template for Investigator's Report on Workplace Complaints
  - Example 3.5(2.2): Workplace Complaint — Investigator's Log
  - Example 3.5(3): Harassment Investigation Procedure
  - Example 3.5(4): Harassment Investigator — Desirable Professional and Personal Characteristics
  - Example 3.5(5): Complaint Interview Guidelines
  - Example 3.5(5.1): Workplace Complaints — Investigator's Checklist



## TABLE OF CONTENTS

Example 3.5(6):	Steps for a Reasonable Complaint Investigation
Example 3.5(7):	Employee Grievance Form
Example 3.5(8):	Workplace Complaints Form
Example 3.5(9):	Workplace Complaints — Respondent's Response Form

### 3.6 ACCOMMODATION

(1)	Legal Considerations
(2)	Form Elements
Example 3.6(1):	Religion in the Workplace
Example 3.6(2):	Managing an Older Workforce Checklist
Example 3.6(2.1):	Tips for Hiring Managers – Why Older People Want to Work
Example 3.6(2.2):	Flexibility for Older Workers
Example 3.6(3):	Reasonable Accommodation for People with Disabilities
Example 3.6(4):	Evacuating Employees with Disabilities — An Emergency Preparedness Plan
Example 3.6(5):	Reasonable Accommodation Assessment
Example 3.6(5.1):	Voluntary Disclosure Form for Employees with Disabilities
Example 3.6(5.2):	Response to Request for Reasonable Accommodation
Example 3.6(6):	Selecting Reasonable Accommodation
Example 3.6(7):	Accommodating Disabilities – Policy Checklist
Example 3.6(7.1):	Training for Managers of Employees with Episodic Disabilities
Example 3.6(8):	Substance Abuse Policy – Checklist
Example 3.6(9):	Bona Fide Occupational Requirements – Questions
Example 3.6(10):	Termination of Employee with Physical Disability
Example 3.6(11):	Gender Identity and Expression Inclusive Policies — Checklist

## CHAPTER 4: WORKPLACE HEALTH AND SAFETY

### 4.1 SAFETY MANUALS, MANAGEMENT AND EMPLOYEE SIGN-OFFS

(1)	Legal Considerations
(2)	Form Elements
Example 4.1(1):	Sample General Health and Safety Policy Statement
Example 4.1(2):	Health and Safety Bulletin Board Checklist
Example 4.1(3):	Employee Sign-off
Example 4.1(4):	Elements of an Organization Safety Code

### 4.2 ORIENTATION AND TRAINING

(1)	Legal Considerations
(2)	Form Elements
Example 4.2(1):	Record of Orientation
Example 4.2(2):	Worker Health and Safety Induction Checklist

Example 4.2(2.1):	Worker Safety Orientation — Health and Safety Review Form
Example 4.2(3):	Workplace Safety Manager/Supervisor Orientation
Example 4.2(4):	Health and Safety Orientation Form
Example 4.2(5):	Checklist for the Orientation of New Workers
Example 4.2(6):	Young Worker Safety Checklist
Example 4.2(7):	Record of Training and Instruction
Example 4.2(8):	New Employee Information Checklist

#### 4.3 HEALTH AND SAFETY COMMITTEES

(1)	Legal Considerations
(2)	Form Elements
Example 4.3(1):	Joint Health and Safety Committee Terms of Reference
Example 4.3(1.1):	Safety Committee Membership
Example 4.3(2):	Agenda Checklist
Example 4.3(3):	Sample Minutes Form
Example 4.3(3.1):	Safety and Health Committee Meeting Minutes
Example 4.3(3.2):	Occupational Safety and Health Committee Meeting Attendance Form
Example 4.3(4):	Health and Safety Committee Recommendation Form
Example 4.3(4.1):	Job Safety Recommendation Form
Example 4.3(5):	Measuring Health and Safety Committee Effectiveness

#### 4.4 WORKPLACE HAZARDOUS MATERIALS INFORMATION SYSTEM

(1)	Legal Considerations
(2)	Form Elements
Example 4.4(1):	WHMIS Inspection Checklist and Report Form
Example 4.4(2):	MSDS Checklist
Example 4.4(3):	Sample Material Safety Data Sheet (MSDS)
Example 4.4(3.1):	Hazardous Waste Profile Sheet (WPS)
Example 4.4(4):	Sample Supplier Label
Example 4.4(5):	Spill Control Plan — Flammable & Combustible Liquids
Example 4.4(6):	Hazardous Waste Disposal — Material List
Example 4.4(7):	Health Screening Questionnaire for Respirator Users
Example 4.4(8):	WHMIS Program Assessment Checklist
Example 4.4(9):	Worker WHMIS Training Assessment Checklist

#### 4.5 HAZARD RECOGNITION AND REPORTING

(1)	Legal Considerations
(2)	Form Elements
Example 4.5(1):	Hazard Checklist and Guideline

## TABLE OF CONTENTS

Example 4.5(2):	Hazard Identification Form
Example 4.5(3):	Hazard Control Plan
Example 4.5(3.1):	Job Hazard Analysis
Example 4.5(4):	Hazard Report (Five Stages)
Example 4.5(4.1):	Reporting Hazards Procedure
Example 4.5(4.2):	Hazard Inspection Report
Example 4.5(4.3):	Maintenance & Housekeeping Rules
Example 4.5(5):	Engineering Checklist
Example 4.5(5.1):	Engineering Checklist Procedures
Example 4.5(6):	Sample Ventilation System Checklists
Example 4.5(7):	Hazard Identification & Assessment
Example 4.5(8):	Confined Space Entry Log
Example 4.5(9):	Confined Space Entry Permit
Example 4.5(10):	Confined Space Entry Checklist
Example 4.5(11):	Health & Safety Pre-Purchase Checklist
Example 4.5(12):	OHS & Environmental Pre-Purchase Risk Assessment Checklist
Example 4.5(13):	OH & S Pre-Purchase Checklist
Example 4.5(14):	Safety Audit Checklist: Sample — Material Handling

### 4.6 INSPECTIONS

(1)	Legal Considerations
(2)	Form Elements
Example 4.6(1):	Workplace Inspection Form
Example 4.6(2):	Inspection Checklist and Report Form
Example 4.6(3):	Workplace Inspection
Example 4.6(4):	Workplace Inspection Recording Form
Example 4.6(5):	Office Inspection Checklist
Example 4.6(6):	Laboratory/Workshop Inspection Checklist
Example 4.6(7):	Temporary Warehouse/Construction Mill/Space Inspection Checklist
Example 4.6(8):	Workplace Inspection: Health Problems of Individual Employees
Example 4.6(9):	Safety Inspection Checklist

### 4.7 WORK REFUSALS

(1)	Legal Considerations
(2)	Form Elements
Example 4.7(1):	Work Refusal Record
Example 4.7(2):	Form/Checklist for Stop Work Directive (Ontario — Bilateral Power to Stop Work)

- Example 4.7(3): Employer's Report of Safety Related Refusal to Work
- Example 4.7(4): Occupational Health and Safety Representative Concern or Work Refusal Report Form

#### 4.8 ACCIDENT REPORTING AND INVESTIGATION

- (1) Legal Considerations
- (2) Form Elements

- Example 4.8(1): Accident Report Checklist and Protocol for Death or Critical Injury
- Example 4.8(2): Employee Injury Report
- Example 4.8(2.1): Near-miss Accident Report & Investigation Form
- Example 4.8(2.2): Injury Report
- Example 4.8(2.3): Employee Personal Work Incident Report
- Example 4.8(3): Supervisor's Report of Injury
- Example 4.8(4): Accident Investigation Report
- Example 4.8(5): Supervisor's Accident Investigation Report
- Example 4.8(6): Accident Investigation Form
- Example 4.8(7): Driver's Accident Report
- Example 4.8(8): Employee Injury Report
- Example 4.8(9): Accident Report
- Example 4.8(10): Accident/Incident/Occupational Disease Report for Employees
- Example 4.8(11): Employee Accident/Incident Report
- Example 4.8(12): Guidelines for Handling Customer Accident
- Example 4.8(13): Accident Investigation: Checklist of Information & Analysis
- Example 4.8(14): Potential Exposure Report

#### 4.9 EMERGENCY PREPAREDNESS AND FIRST AID

- (1) Legal Considerations
- (2) Form Elements

- Example 4.9(1): Emergency Procedures Checklist
- Example 4.9(2): Pandemic Influenza Business Planning Checklist
- Example 4.9(3): Emergency Evacuation — Request for Assistance Form
- Example 4.9(4): First Aid Kit Inventory and Inspection Card
- Example 4.9(5): Record of First Aid Treatment
- Example 4.9(6): Management Contingency Planning for Emergencies
- Example 4.9(7): Communication Checklist in Public Health Emergencies
- Example 4.9(8): Fire/Evacuation Drill Checklist

#### 4.10 WORKERS' COMPENSATION

- (1) Legal Considerations

## TABLE OF CONTENTS

### (2) Form Elements

Example 4.10(1):	Functional Abilities Form for Timely Return to Work (Ontario)
Example 4.10(2):	Sample Functional Abilities Assessment Report (Generic)
Example 4.10(3):	Functional Abilities Form for Timely Return to Work
Example 4.10(4):	Modified Work Program
Example 4.10(5):	Workers' Compensation Re-employment Provisions
Example 4.10(6):	Graduated Return to Work Plan
Example 4.10(7):	Sick Leave/Return to Work Form
Example 4.10(8):	Return to Work Plan

## 4.11 SECURITY AND VIOLENCE IN THE WORKPLACE

### (1) Legal Considerations

### (2) Form Elements

Example 4.11(1):	Violent Incident Report Form
Example 4.11(2):	Suspect and Vehicle Identification Report Form
Example 4.11(3):	What an Effective Workplace Violence Policy Should Do
Example 4.11(4):	Workplace Violence Policy Checklist
Example 4.11(5):	Checklist of Preventive Measures to Avoid Workplace Violence
Example 4.11(5.1):	Common Sense Preventative Measures Against Violence in the Workplace – Checklist
Example 4.11(6):	Workplace Violence Prevention Program Checklist
Example 4.11(7):	Workplace Violence Risk Assessment Checklist
Example 4.11(8):	Domestic Violence in the Workplace Checklist
Example 4.11(9):	Workplace Violence and Harassment Incident Report
Example 4.11(10):	Signs of Domestic Violence
Example 4.11(11):	Workplace Violence: Employee Risk Assessment Questionnaire
Example 4.11(12):	Workplace Violence Survey
Example 4.11(13):	Workplace Violence/Harassment Complaints Involving Customers/ Clients, Suppliers, Visitors or Members of the Public
Example 4.11(14):	Security Incident Report
Example 4.11(15):	Emotional Effects of Trauma

## 4.12 CONTRACTOR SAFETY

### (1) Legal Considerations

### (2) Form Elements

Example 4.12(1):	Health and Safety Statement Form for Contractors
Example 4.12(2):	Contractor Safety Questionnaire
Example 4.12(3):	Contractor Evaluation
Example 4.12(4):	Contractor's Prequalification Form (PQF)

#### 4.13 COMPLIANCE, DUE DILIGENCE AND LEGAL MATTERS

(1) Legal Considerations

(2) Form Elements

Example 4.13(1): Legal and Due Diligence Checklist

Example 4.13(2): Draft Letters of Appeal (Inspector's Orders)

Example 4.13(3): Loss Prevention Funds Funding Application

#### 4.14 ERGONOMICS AND MUSCULOSKELETAL INJURIES (MSIs)

(1) Legal Considerations

(2) Form Elements

Example 4.14(1): Checklist for Computer Workstations

Example 4.14(2): Ergonomics Checklist

Example 4.14(3): Checklist for Workstation Assessment

Example 4.14(4): Checklist for Ergonomics Tips

Example 4.14(5): Ideas for Reducing Frequency & Severity of Lost Time Injuries

#### 4.15 INDOOR AIR QUALITY

(1) Legal Considerations

(2) Form Elements

Example 4.15(1): Indoor Air Quality Assessment

#### 4.16 WORK-LIFE BALANCE, WELLNESS AND EMPLOYEE ASSISTANCE PROGRAMS

(1) Form Elements

Example 4.16(1): Better Work-Life Balance Steps for Employees

Example 4.16(2): Promoting Work-Life Balance in Your Organization

Example 4.16(3): Tips for Verifying Employee Medical Information

Example 4.16(4): Typical Characteristics of an Employee Assistance Program (EAP)

Example 4.16(5): Wellness Program Implementation Checklist

Example 4.16(5.1): Steps to a Healthy Wellness Plan

Example 4.16(5.2): Benefits of Wellness

Example 4.16(5.3): Developing an Effective Wellness Program

Example 4.16(6): Workplace Tips to Promote Health and Productivity

Example 4.16(7): Mental Health Warning Signs

Example 4.16(8): Ways to be Fit at Work

## TABLE OF CONTENTS

### 4.17 CRITICAL INCIDENT MANAGEMENT

#### (1) Form Elements

- Example 4.17(1): Critical Incident Aftermath: Top Reminders
- Example 4.17(2): Recognizing Critical Incident Stress Reactions
- Example 4.17(3): AODA Acknowledgement Form

## VOLUME 2

### CHAPTER 5: MANAGING EMPLOYEE PERFORMANCE AND CONDUCT

#### 5.1 PROBATIONARY EMPLOYEES

##### (1) Legal Considerations

##### (2) Form Elements

- Example 5.1(1): Probation Employee Review
- Example 5.1(2): Probationary Review Report
- Example 5.1(3): Performance Appraisal Form
- Example 5.1(4): Probationary/Term Employee Progress Report
- Example 5.1(5): End of Probation Appraisal
- Example 5.1(6): Employee's Progress During Probationary Period
- Example 5.1(7): Dress Code
- Example 5.1(8): Policy Agreement
- Example 5.1(9): Code of Conduct Acknowledgement Form

#### 5.2 TRAINING AND DEVELOPMENT

##### (1) Legal Considerations

##### (2) Form Elements

- Example 5.2(1): Employee Training and Conference Requisition
- Example 5.2(2): Course and Conference Evaluation
- Example 5.2(3): Training and Development Activity Evaluation
- Example 5.2(3.1): Participants' Course Evaluation
- Example 5.2(3.2): Participants' Course Evaluation (Alternative)
- Example 5.2(3.3): Evaluation of Training Effectiveness by Trainees' Supervisor
- Example 5.2(3.4): Evaluation of New Position Training
- Example 5.2(4): Selecting Human Resources Courses Checklist
- Example 5.2(5): Presentation Points to Consider
- Example 5.2(6): Request for New Training Program
- Example 5.2(7): Detailed Training Proposal
- Example 5.2(8): Nomination of Employee to be Trained
- Example 5.2(9): Notice to Supervisor of Employees' Enrollment in Training Program

- Example 5.2(10): Strategies for Communicating with a Diverse Workforce
- Example 5.2(11): Emotional Intelligence — 15 Areas to Consider
- Example 5.2(12): Application for Tuition Assistance

### 5.3 MANAGING EMPLOYEE PERFORMANCE

- (1) Legal Considerations
- (2) Form Elements
  - Example 5.3(1): Establishing Performance Goals and Objectives
  - Example 5.3(2): Action Items that Improve Employee Motivation
  - Example 5.3(3): Career Development Discussions Checklist
  - Example 5.3(4): Employee Interests and Capabilities Checklist
  - Example 5.3(5): Manager's Checklist for Stress Management
  - Example 5.3(6): Manager's Guideline to Reduce Worker Alienation
  - Example 5.3(7): Following the Framework: Checklist for Line Managers/Supervisors in Unionized Workplaces
  - Example 5.3(8): Four Phases of Engagement
  - Example 5.3(8.1): Personalize Each Employee's Job
  - Example 5.3(9): Tactics to Boost Engagement
  - Example 5.3(9.1): Trust in Leadership
  - Example 5.3(9.2): Are You an Effective Leader?
  - Example 5.3(9.3): Using Your Time Effectively
  - Example 5.3(9.4): Understanding Procrastination in Your Employees
  - Example 5.3(10): Engaging Different Generations
  - Example 5.3(11): Smoking Cessation Support
  - Example 5.3(12): Techniques That Work in Promoting Engagement
  - Example 5.3(13): Easy Ways to Follow Up With Employees
  - Example 5.3(14): Stay Interviews
  - Example 5.3(14)(1): Stay Interview Questions
  - Example 5.3(14)(2): Reporting Results of a Stay Interview

### 5.4 EVALUATING EMPLOYEE PERFORMANCE

- (1) Legal Considerations
- (2) Form Elements
  - Example 5.4(1): Performance Evaluation
  - Example 5.4(2): Performance Review
  - Example 5.4(3): Performance Appraisal Form
  - Example 5.4(4): Performance Review
  - Example 5.4(5): Employee Performance Evaluation for Supervisory Personnel
  - Example 5.4(5.1): Supervisory Personnel Evaluation
  - Example 5.4(6): Performance Assessment and Development Plan for Manager/Professional Staff



## TABLE OF CONTENTS

Example 5.4(6.1):	Employee Self-Evaluation
Example 5.4(6.1.1):	Employee Self Appraisal Worksheet for Performance Review
Example 5.4(6.2):	Peer Evaluation
Example 5.4(7):	Management Review: Hospitality
Example 5.4(8):	Non-profit Performance Review Form
Example 5.4(9):	Employee Evaluation Form OR Employee Self-Evaluation Form
Example 5.4(9.1):	Performance Review Form
Example 5.4(10):	Job Evaluation Requisition
Example 5.4(11):	Evaluation Employee Report Form
Example 5.4(12):	Job Evaluation Program — Supervisor's Report Form
Example 5.4(13):	Employee's Statement of Goals for Performance Review Meeting
Example 5.4(14):	Employee Concerns for Performance Review Discussion
Example 5.4(15):	Employee Response to Performance Appraisal
Example 5.4(16):	Performance Appraisal Policy – Checklist
Example 5.4(17):	Workplace Expectations
Example 5.4(18):	Assessment of Employee's Management Potential
Example 5.4(19):	Forecast of Individual's Potential for Promotion
Example 5.4(20):	Employee's Self-Evaluation for Management Development Program
Example 5.4(20.1):	Coaching Ideas Most Valued by Employees
Example 5.4(20.2):	General Review of Performance & Potential for Advancement
Example 5.4(20.3):	Possible Performance Review Factors?
Example 5.4(21):	Job Bid Promotion Policy Checklist
Example 5.4(22):	Job Bid Announcement and Interest Form
Example 5.4(23):	Mentoring: Advisee's Evaluation of Mentor

### 5.5 EMPLOYEE RECOGNITION

#### (1) Form Elements

Example 5.5(1):	Employee Recognition Nomination Form
Example 5.5(2):	Letter of Commendation
Example 5.5(3):	Nomination for Employee of the Month
Example 5.5(4):	Characteristics of Effective Employee Recognition
Example 5.5(5):	Employee Suggestion
Example 5.5(6):	Employee Suggestion System Rules
Example 5.5(7):	Employee Suggestion Evaluation

### 5.6 DISCIPLINE

#### (1) Legal Considerations

(2) Form Elements

Example 5.6(1):	Work Incident Report
Example 5.6(2):	Notice of Investigation
Example 5.6(2.1):	Disciplinary Investigation Checklist
Example 5.6(3):	Supervisor's Checklist for Taking Disciplinary Action
Example 5.6(4):	Record of Interview for Taking Disciplinary Action
Example 5.6(5):	Record of Interview for Improving Employee Performance
Example 5.6(6):	Record of Interview for Maintaining Improved Employee Performance
Example 5.6(7):	Record of Interview for Absenteeism Control
Example 5.6(7.1):	Absenteeism and Long Term Disability Checklist
Example 5.6(8):	Disciplinary Notice
Example 5.6(9):	Notice of Reprimand
Example 5.6(10):	Documentation of Oral Reprimand
Example 5.6(11):	Employee Discipline Report
Example 5.6(12):	Written Warning
Example 5.6(13):	Written Warning Letter for Lateness
Example 5.6(14):	Written Warning Letter for Misconduct
Example 5.6(14.1):	Warning Letter for Improper Conduct
Example 5.6(15):	Written Warning Letter for Poor Performance
Example 5.6(15.01):	Warning Letter for Poor Performance
Example 5.6(15.1):	Disciplinary Warning Letter
Example 5.6(16):	Disciplinary Warning Notice
Example 5.6(17):	Corrective Action Plan
Example 5.6(17.1):	Effective Corrective Action Plan Checklist
Example 5.6(18):	Discipline Checklist
Example 5.6(19):	Checklist for Taking Disciplinary Action
Example 5.6(20):	Unacceptable Behaviour Leading to Discipline
Example 5.6(21):	Acknowledgement of Interpretation/Translation of Employee Meeting
Example 5.6(22):	Difficult Conversations

## 5.7 ORGANIZATIONAL CHANGE

(1) Form Elements

Example 5.7(1):	Managing a Change Initiative
Example 5.7(2):	Roles in the Change Process
Example 5.7(3):	Succession Plan Factors to Consider
Example 5.7(4):	Identifying Levels of Employment Engagement
Example 5.7(5):	Evaluating Succession Program Effectiveness
Example 5.7(6):	Blueprint for Successful Succession Planning
Example 5.7(7):	Manager Performance Report Card

## TABLE OF CONTENTS

Example 5.7(8):	Request for Proposal Checklist
Example 5.7(9):	Proposal Assessment Checklist
Example 5.7(10):	Employee Engagement Surveys

### 5.8 PERFORMANCE APPRAISAL FORMS FOR COMPENSATION PURPOSES

#### (1) Form Elements

Example 5.8(1):	Appraisal Techniques
Example 5.8(2):	Employee Ranking
Example 5.8(3):	Components of a Rating Scale
Example 5.8(4):	Designing a Rating Scale
Example 5.8(5):	Worksheet to Design a Performance Appraisal Form for Reward Allocation Purposes
Example 5.8(6):	Salary Increase Authorization Form
Example 5.8(7):	Salary Change Approval Levels

### 5.9 PROFIT SHARING PLANS

#### (1) Form Elements

Example 5.9(1):	Conditions Needed for Profit Sharing
Example 5.9(2):	Major Issues in Plan Design
Example 5.9(3):	Choosing An Objective
Example 5.9(4):	Establishing an Employee Committee
Example 5.9(5):	Checklist for First Committee Meeting
Example 5.9(6):	Committee Members Meetings with Employees
Example 5.9(7):	Second Meeting of the Profit Sharing Committee
Example 5.9(8):	Developing and Testing Models
Example 5.9(9):	Third Meeting of the Profit Sharing Committee
Example 5.9(10):	Implementation Checklist

## CHAPTER 6: HUMAN RESOURCES ADMINISTRATION

### 6.1 EMPLOYEE CHANGE FORMS

#### (1) Form Elements

Example 6.1(1):	Position Authorization
Example 6.1(2):	Personnel Change
Example 6.1(3):	Personnel Action Form
Example 6.1(4):	Personnel Action Form
Example 6.1(5):	Personnel Change Approval Form
Example 6.1(6):	Employee Notice of Change in Personnel Data
Example 6.1(7):	Employee Payroll Information Profile
Example 6.1(7.1):	Employee File Set-Up
Example 6.1(8):	Direct Deposit Form

Example 6.1(9):	Changes in Employee Information
Example 6.1(10):	Wage Garnishment Policy – Checklist
Example 6.1(11):	Transfer Request Form
Example 6.1(12):	Payroll Administration
Example 6.1(13):	Cost-Saving Payroll Recordkeeping Ideas
Example 6.1(14):	Recording Work Hours
Example 6.1(15):	Recruiting Source Analysis
Example 6.1(16):	Request for Time Off Form
Example 6.1(17):	Computer Set-Up Request Form
Example 6.1(18):	Facilities Request Form
Example 6.1(19):	Change in Work Location Request Form

## 6.2 ATTENDANCE RECORDS

(1)	Legal Considerations
(2)	Form Elements
Example 6.2(1):	Bi-weekly Attendance Report
Example 6.2(2):	Weekly Time Report
Example 6.2(3):	Employee Attendance Record
Example 6.2(4):	Employee Absent/Late Report
Example 6.2(5):	Report of Absence
Example 6.2(6):	Attendance/Absence Checklist
Example 6.2(7):	Absence Request Form
Example 6.2(8):	Supervisor's Absence Report
Example 6.2(9):	Sick Leave Form
Example 6.2(10):	Paid Leave Application

## 6.3 EMERGENCY CONTACT

(1)	Form Elements
Example 6.3(1):	Emergency Contact Information
Example 6.3(2):	Emergency Contact Form

## 6.4 EXPENSE REPORTS AND CHEQUE REQUEST FORMS

(1)	Form Elements
Example 6.4(1):	Expense Report
Example 6.4(2):	Employee Expense Report
Example 6.4(3):	Expense Account Form
Example 6.4(3.1):	Expense Report
Example 6.4(4):	Request for Accounts Payable Cheque
Example 6.4(5):	Cash Advance Acknowledgement
Example 6.4(6):	Overnight Pet Care Expense Claim Form

## TABLE OF CONTENTS

Example 6.4(7):	MIS Call-in Allowance Approval Form
6.5	TUITION REFUND
(1)	Form Elements
Example 6.5(1):	Application for Educational Assistance
Example 6.5(2):	Application for Tuition Waiver
Example 6.5(3):	Application for Employee Tuition Assistance
Example 6.5(4):	Education Assistance/Tuition Reimbursement
6.6	INTERNET AGREEMENTS
(1)	Legal Considerations
(2)	Form Elements
Example 6.6(1):	Internet Policy and Standard Agreement
Example 6.6(2):	E-mail Consent Form
Example 6.6(3):	Internet Use and E-Mail Consent Agreement
Example 6.6(4):	Guidelines for IBM Bloggers: Executive Summary
Example 6.6(5):	User Declaration – Internet Use
6.7	CONFLICT OF INTEREST AND CONFIDENTIALITY
(1)	Legal Considerations
(2)	Form Elements
Example 6.7(1):	Conflict of Interest — Statement of Disclosure
Example 6.7(2):	Conflict of Interest and Confidentiality Acknowledgment
Example 6.7(2.1):	Conflict of Interest Declaration
Example 6.7(3):	Statement Respecting Confidentiality
Example 6.7(4):	Confidentiality Agreement
Example 6.7(4.1):	Confidentiality of Company Information
Example 6.7(5):	Employee Confidentiality & Privacy Policy Acknowledgment
Example 6.7(6):	Secrecy & Non-competition Covenant
Example 6.7(7):	Invention Covenant
Example 6.7(8):	Non-Competition Agreement
Example 6.7(9):	Non-Solicitation Agreement
6.8	FLEXIBLE WORK ARRANGEMENTS
(1)	Legal Considerations
(2)	Form Elements
Example 6.8(1):	Flexible Work Arrangements — Checklist for a Basic Proposal
Example 6.8(1.1):	Guidelines for Implementing a Flexible Work Policy
Example 6.8(1.2):	Evaluating the Impact of Flexible Work Arrangements

Example 6.8(1.3):	Flexible Work Arrangements: Successful Implementation Principles
Example 6.8(1.4):	Work Arrangement Acknowledgment Form
Example 6.8(1.5):	Key Points in Developing a Flexible Work Schedule Policy
Example 6.8(1.6):	Benefits of Flexible Staffing: Contingency Workers
Example 6.8(1.7):	Tips for Employers Working with Staffing Agencies
Example 6.8(2):	Work Sharing Agreement
Example 6.8(3):	Summer Hours Guideline
Example 6.8(4):	Application for Compressed Hours of Work
Example 6.8(5):	Compressed Work Week (CWW) Agreement
Example 6.8(5.1):	Application for Compressed Hours of Work
Example 6.8(5.2):	Hours of Work Schedule – Management Staff
Example 6.8(6):	Telework Checklist
Example 6.8(7):	Designing and Implementing Flexible Work Options Checklist
Example 6.8(8):	Job Requirements to Determine if Teleworking is a Suitable Work Arrangement
Example 6.8(9):	Telework Policy Checklist
Example 6.8(10):	Tips for Creating an Effective Home Office
Example 6.8(11):	Telework Agreement Checklist
Example 6.8(12):	Working from Home - Occasional
Example 6.8(13):	Telework Proposal Form

## 6.9 EMPLOYEE CONSENT FORMS

(1)	Legal Considerations
(2)	Form Elements
Example 6.9(1):	Employee Consent to Release Employment Information
Example 6.9(1.1):	Consent for Reference Check for Employment Application
Example 6.9(2):	Employee Consent to Release Medical Records
Example 6.9(3):	Employee Consent Form for Release of Information
Example 6.9(4):	Fraud/Dishonesty Policy Acknowledgment
Example 6.9(5):	Acknowledgment - Conditions of Employment
Example 6.9(6):	Employee Handbook Receipt Acknowledgement
Example 6.9(7):	Acknowledgement Form for Consultants/Independent Contractors
Example 6.9(8):	Email Consent Form

## 6.10 RECORD KEEPING

(1)	Legal Considerations
(2)	Form Elements
Example 6.10(1):	Record Keeping Practices Checklist
Example 6.10(2):	Employee Records — Creation of a File

## TABLE OF CONTENTS

Example 6.10(3):	Personnel Record Card
Example 6.10(4):	Personnel File Checklist
Example 6.10(5):	Employee Verification of Personnel Data
Example 6.10(6):	Personal Record
Example 6.10(7):	New Employee Set-Up Checklist

### 6.11 PROFESSIONAL AND CLUB MEMBERSHIPS

(1)	Legal Considerations
(2)	Form Elements
Example 6.11(1):	Application for Payment of Membership Fees

### 6.12 VOLUNTEER MANAGEMENT

(1)	Legal Considerations
(2)	Form Elements
Example 6.12(1):	Volunteer Rights and Responsibilities
Example 6.12(2):	Volunteer Award Recognition

### 6.13 VOLUNTEER APPLICATION FORM

(1)	Legal Considerations
(2)	Form Elements
Example 6.13(1):	Volunteer Application Form

### 6.14 PRIVACY ISSUES

(1)	Legal Considerations
(2)	Form Elements
Example 6.14(1):	Privacy Complaint Form
Example 6.14(2):	Notice to Employees Regarding Collection, Use and Disclosure of Employee Personal Information
Example 6.14(3):	Outsourcing/Transferring Personal Information Across Borders - Checklist

### 6.15 HUMAN RESOURCES POLICIES AND PROCEDURES

(1)	Form Elements
Example 6.15(1):	HR Policy/Management Areas to Consider for Formal Policies and Procedures - Checklist
Example 6.15(2):	Policy Implementation Checklist
Example 6.15(3):	Human Resources Policies & Practices Identification
Example 6.15(4):	Human Resources Committee Policy Worksheet
Example 6.15(5):	Policy Manual Revision Transmittal Sample Memo
Example 6.15(6):	Benefits of a Human Resources Policy Manual

- Example 6.15(7): Twelve Tips for Better Readability of Your Human Resources Policy Manual
- Example 6.15(8): Checklist of Sections to Include in Employment Policies
- Example 6.15(9): Steps for Writing Policies and Procedures

## 6.16 VOLUNTEERING AND CORPORATE PHILANTHROPY

### (1) Form Elements

- Example 6.16(1): Request for Paid Volunteer Days
- Example 6.16(2): Checklist for Volunteer Days

## 6.17 EMPLOYEE HANDBOOKS

- Example 6.17(1): Why Have an Employee Handbook?
- Example 6.17(2): Goals and Objectives of an Employee Handbook
- Example 6.17(3): Characteristics of An Effective Employee Handbook
- Example 6.17(4): Considerations for an Employee Handbook
- Example 6.17(5): Tips for Communicating Your Employee Handbook
- Example 6.17(6): Checklist for Updating Your Employee Handbook
- Example 6.17(7): Communicating Changes to Your Employee Handbook
- Example 6.17(8): Sign-Off Example
- Example 6.17(9): Employee Handbook Development

# CHAPTER 7: SALARY AND BENEFITS ADMINISTRATION

## 7.1 SALARY RANGE MODELS

### (1) Form Elements

- Example 7.1(1): Types of Salary Structures
- Example 7.1(2): Traditional Salary Structures
- Example 7.1(3): Salary Range Structure
- Example 7.1(4): Broadband Structure
- Example 7.1(5): Step Increase Plan —Set Percentage
- Example 7.1(6): Step Increase Plan — Variable Percentage
- Example 7.1(7): Step Increase Plan (CBA)
- Example 7.1(8): Living Wage
- Example 7.1(9): Tips for Becoming a Living Wage Employer

## 7.2 JOB EVALUATION/CLASSIFICATION

### (1) Form Elements

- Example 7.2(1): Matrix of Job Evaluation Factors
- Example 7.2(2): Job Evaluation Requisition
- Example 7.2(3): Supervisor's Report Form



## TABLE OF CONTENTS

Example 7.2(4):	Employee Report Form
Example 7.2(5):	Position Classification Questionnaire Form
Example 7.2(6):	Request for Reclassification
Example 7.2(7):	Job Analysis Questionnaire

### 7.3 OVERTIME

#### (1) Form Elements

Example 7.3(1):	Minimum Employment Standards Legislation — Overtime
Example 7.3(2):	Request to Approve Overtime
Example 7.3(2.1):	On Call Allowance Form
Example 7.3(3):	Controlling Overtime: Tips
Example 7.3(4):	Overtime Pay Policy Checklist
Example 7.3(5):	Minimum Employment Standards Legislation — Breaks, Maximum Hours and Rest Periods
Example 7.3(6):	Minimum Employment Standards Legislation — Minimum Reporting (Call-in) Pay

### 7.4 INSURANCE CLAIM FORMS

#### (1) Form Elements

Example 7.4(1):	Extended Health Care Claim
Example 7.4(2):	Dental Claim

### 7.5 ENROLLMENT FORM

#### (1) Form Elements

Example 7.5(1):	Hourly Insurance Enrollment Form
-----------------	----------------------------------

### 7.6 BENEFITS SUMMARY AND TRACKING

#### (1) Form Elements

Example 7.6(1):	Benefits Summary
Example 7.6(2):	Income Replacement Benefits Planning Matrix
Example 7.6(3):	Income Replacement Benefits Planning Matrix — Non Disability
Example 7.6(4):	Benefits Options Checklist
Example 7.6(4.1):	Total Rewards Package Components
Example 7.6(5):	Eligibility for Corporate Benefits Plan
Example 7.6(6):	Taxable Benefits Checklist
Example 7.6(7):	E.A.P. Programs - Typical Services
Example 7.6(7.1):	Employee Assistance Program Procedures
Example 7.6(8):	XYZ Matching Gift Form
Example 7.6(9):	Sample Perk Planning Process

Example 7.6(10): Announcement of Profit Sharing Bonus

Example 7.6(11): Wellness Programs

## 7.7 CO-ORDINATION OF BENEFITS

(1) Form Elements

Example 7.7(1): Co-ordination of Benefits

### 7.7.1 BENEFITS INTRODUCTIONS

(1) Form Elements

Example 7.7.1(1): Employer Considerations Re: Implementing a Group Tax Free Savings Account (TFSA)

## 7.8 VACATION FORMS

(1) Form Elements

Example 7.8(1): Minimum Employment Standards Legislation — Vacation

Example 7.8(2): Notice of Vacation/Advance Pay

Example 7.8(3): Vacation Request Form

Example 7.8(4): Vacation Record

Example 7.8(5): Vacation Policy – Checklist

## 7.9 PURCHASE AGREEMENTS

(1) Legal Considerations

(2) Form Elements

Example 7.9(1): Employee Purchase Agreement

## 7.10 LEAVES OF ABSENCE

(1) Form Elements

Example 7.10(1): Request for Leave of Absence

Example 7.10(1.1): Leave of Absence Application

Example 7.10(2): Personal Leave of Absence without Pay for Over Three Months

Example 7.10(3): Request for Time Off

Example 7.10(4): Paid Leaves of Absence-Policy and Procedures

Example 7.10(5): Paid Leaves of Absence-File Review

Example 7.10(6): Paid Leaves of Absence- Reinstatement

Example 7.10(7): Self-Funded Leaves of Absence (Salary Deferral) — Checklist

Example 7.10(8): Report of Jury Duty Pay

Example 7.10(9): Notice of Financial Hardship if Employee Serves on Jury Duty

Example 7.10(10): Notice of Military/Reservist Service

Example 7.10(11): Certificate of Entrance into Military/Reservist Service

Example 7.10(12): Application for Re-employment Following Military/Reservist Leave

## TABLE OF CONTENTS

Example 7.10(13):	Certificate of Return From Military/Reservist Leave
Example 7.10(14):	Employee's Notice of Intent Not to Return to Employment Following Military/Reservist Leave
Example 7.10(15):	Checklist for a Bereavement/Funeral Leave Policy
Example 7.10(16):	Minimum Employment Standards Legislation — Leaves to Care for Others

### 7.10.1 SICK LEAVE

(1)	Form Elements
Example 7.10.1(1):	Sick Leave - File Review
Example 7.10.1(2):	Checklist for Sick Leave Policy

### 7.11 DISABILITY RECORDS

(1)	Legal Considerations
(2)	Form Elements
Example 7.11(1):	Short-term Disability Record
Example 7.11(2):	Short-term Disability Insurance Claim

### 7.12 PREGNANCY, PARENTAL AND ADOPTION LEAVE

(1)	Legal Considerations
(2)	Form Elements
Example 7.12(1):	Minimum Employment Standards Legislation — Pregnancy/Parental Leave
Example 7.12(2):	Application for Pregnancy/Parental Leave of Absence

### 7.13 COMPANY VEHICLE INFORMATION

(1)	Form Elements
Example 7.13(1):	Vehicle Purchase Form
Example 7.13(2):	Vehicle Lease Protocol
Example 7.13(3):	Vehicle Use Policy – Checklist

### 7.14 SALARY AND WAGE INCREASES

(1)	Form Elements
Example 7.14(1):	Merit Increase Decision Matrix
Example 7.14(2):	Salary Review
Example 7.14(3):	Cost of Living Adjustment (COLA) Increase Letter — Salary Employee
Example 7.14(4):	Cost of Living Adjustment (COLA) Increase Letter — Hourly Employee
Example 7.14(5):	Merit Increase Letter — Salary Employee

- Example 7.14(6): Merit Increase Letter — Hourly Employee
- Example 7.14(7): Market Adjustment Increase Letter — Salary Employee
- Example 7.14(8): Market Adjustment Increase Letter — Hourly Employee
- Example 7.14(9): No Wage Increase Letter
- Example 7.14(10): Total Rewards Philosophy Statement Tips
- Example 7.14(11): Pay Transparency Considerations
- Example 7.14(12): Tips for Pay Transparency Compliance

#### 7.15 VARIABLE PAY DECISIONS AND COMMUNICATIONS

##### (1) Form Elements

- Example 7.15(1): Bonus Incentive Policy — Checklist
- Example 7.15(2): Incentive Pay Letter
- Example 7.15(3): Bonus Pay Letter

#### 7.16 GROUP RSP DEDUCTIONS CHANGE FORMS

##### (1) Form Elements

- Example 7.16(1): Begin/Resume Regular Group RSP Payroll Deductions
- Example 7.16(2): Change Regular Group RSP Payroll Deductions
- Example 7.16(3): One-Time Group RSP Payroll Deduction
- Example 7.16(4): End Group RSP Payroll Deductions

#### 7.17 COMPENSATION SALARY TRACKING MODELS

##### (1) Form Elements

- Example 7.17(1): Market-based Approach to Compensation Profile Comparison
- Example 7.17(2): Wage Survey — Hourly Workers
- Example 7.17(3): Monitoring Compensation Levels: Composition Profile — Expenditure and Participation
- Example 7.17(4): Salary Data by Position
- Example 7.17(5): Consolidating Published Surveys
- Example 7.17(6): Salary Surveys

### **CHAPTER 8: TERMINATION**

#### 8.1 TERMINATION PROCESS GUIDELINES

##### (1) Legal Considerations

##### (2) Form Elements

- Example 8.1(1): Process for Terminating an Employee
- Example 8.1(1.1): Involuntary Separation/Termination
- Example 8.1(1.1.1): Rules of Conduct & Consequences
- Example 8.1(1.1.2): Workplace Expectations

## TABLE OF CONTENTS

Example 8.1(1.1.3):	Rules & Regulations: Expectations
Example 8.1(1.2):	Employment Terminations
Example 8.1(2):	Termination Procedures
Example 8.1(2.1):	Separation Notice Checklist
Example 8.1(2.2):	Abandonment of Position Checklist
Example 8.1(2.3):	Abandonment of Position Letter
Example 8.1(3):	Discipline and Dismissal — Checklist Procedure
Example 8.1(3.1):	Termination Action Checklist
Example 8.1(3.2):	Employee Termination/Exits — Policy & Procedures Checklist
Example 8.1(3.3):	Employee Termination Report
Example 8.1(3.4):	Discipline Checklist: Considerations Before Disciplining Employees
Example 8.1(3.4.1):	Counselling Report
Example 8.1(3.4.2):	Follow-Up Report on Plan for Improvement
Example 8.1(3.4.3):	Considerations for Disciplinary Rules and Procedures Policy
Example 8.1(3.4.4):	Dismissal Checklist
Example 8.1(4):	Documentation of Oral Reprimand
Example 8.1(4.1):	Discipline: Record of Written Warning
Example 8.1(4.1.1):	Corrective Action – Steps
Example 8.1(4.1.2):	Discipline: Verbal Correction Report
Example 8.1(4.1.3):	Discipline: Written Warning Letter
Example 8.1(4.1.4):	Warning Letter for Improper Conduct
Example 8.1(4.1.5):	Warning Letter for Poor Performance
Example 8.1(4.2):	Discipline: Decision-Making Leave
Example 8.1(4.3):	Discipline: Review Following Decision-Making Leave
Example 8.1(4.3.1):	Avoiding Constructive Dismissal When Using Suspensions
Example 8.1(4.4):	Notice of Dismissal
Example 8.1(4.5):	Discipline: Notice of Summary Dismissal
Example 8.1(4.6):	Termination Notice for Unexplained Absence
Example 8.1(5):	Notice of Investigation
Example 8.1(6):	Employee Discipline Report
Example 8.1(6.1):	Discipline Record
Example 8.1(6.2):	Employee Personal Work Incident Report
Example 8.1(7):	Termination Checklist Due to Physical Disability
Example 8.1(8)	Termination/Severance Payment Confirmation Form
Example 8.1(9):	Termination Pay Advice
Example 8.1(10):	Retiring Allowance Direct Transfer Form

## 8.2 EMPLOYMENT STANDARDS GUIDELINES

EXAMPLE 8.2(1):	Chart of Statutory Termination Notice and Severance Pay Requirements
-----------------	--

Example 8.2(2): Chart of Statutory Group Termination Notice Requirements

### 8.3 REASONABLE NOTICE GUIDELINES

(1) Legal Considerations

(2) Form Elements

Example 8.3(1): Guidelines for Termination Notice

Example 8.3(2): Termination Due to Business Change

Example 8.3(3): Group Reductions/Downsizing: Schedule of Critical Activities

Example 8.3(4): Planning for Downsizing – Management’s Role

Example 8.3(5): Statement to Employees – Closure of Plant

Example 8.3(6): Statement to Employees Personally Impacted by Closure of Plant

### 8.4 JUST CAUSE CHECKLIST

(1) Legal Considerations

(2) Form Elements

Example 8.4(1): Just Cause Checklist

### 8.5 TERMINATION — NOT JUST CAUSE

(1) Legal Considerations

(2) Form Elements

Example 8.5(1): Termination Letter — Termination without Just Cause

Example 8.5 (1.1): Termination Letter - No Cause

Example 8.5(2): Dismissal Letter

Example 8.5(3): Employee Lay-Off

Example 8.5(4): Employee Resignation

Example 8.5(5): Innocent Absenteeism

Example 8.5(6): Manager’s Checklist Re: Excessive Absenteeism

Example 8.5(7): Follow Up Letter-Excessive Absenteeism

Example 8.5(8): Communicating Termination to Others

Example 8.5(9): Frustration of the Contract Chart

### 8.6 TERMINATION LETTER — JUST CAUSE OR POSSIBLE JUST CAUSE

(1) Legal Considerations

(2) Form Elements

Example 8.6(1): Termination Letter — Termination for Just Cause

Example 8.6(2): Termination Letter — Termination with Possible Just Cause

Example 8.6(3): Termination Letter Reserving Ground of Just Cause

## TABLE OF CONTENTS

### 8.7 RESIGNATION

(1) Legal Considerations

(2) Form Elements

Example 8.7(1): Resignation Form

Example 8.7(2): Communicating Resignation to Others

Example 8.7(3): Voluntary Resignation Form

#### 8.7.1 RETIREMENT

(1) Legal Considerations

(2) Form Elements

Example 8.7.1(1): Voluntary Resignation

Example 8.7.1(2): Approval Letter: Employee's Application to Retire

Example 8.7.1(3): Voluntary Early Option Survey

Example 8.7.1(4): Early Retirement Survey

Example 8.7.1(5): General Guidelines: Conducting and Documenting Exit Interview for Retiring Employee

Example 8.7.1(6): Employee Retirement Planning Checklist

Example 8.7.1(7): Employee Retirement Living Expenses Summary

Example 8.7.1(8): Employee Retirement: Attitude Assessment

Example 8.7.1(9): Early Retirement Determination Scale

Example 8.7.1(10): Employee Retirement Checklist

Example 8.7.1(11): Communicating Retirement to Others

#### 8.7.2 DEATH OF EMPLOYEE

(1) Form Elements

Example 8.7.2(1): Employee Death Checklist

### 8.8 EXIT CHECKLIST

(1) Form Elements

Example 8.8(1): Exit Checklist

Example 8.8(2): Post-termination Checklist

Example 8.8(2.1): Employee Exit Interview Form

Example 8.8(3): Return of Property

Example 8.8(3.1): Return of Advanced Expense Monies

Example 8.8(4): Termination Checklist

Example 8.8(4.1): Termination Considerations for Line Managers

Example 8.8(4.2): Termination Considerations Checklist for Managers

Example 8.8(5): Termination Checklist

Example 8.8(5.1): Restrictive Covenant Factors

Example 8.8(6): Termination of Employment Record

- Example 8.8(6.1): Record of Employment (ROE)
- Example 8.8(7): End of Employment Contract Checklist
- Example 8.8(8): Involvement of Payroll in Termination Administration
- Example 8.8(9): Final Pay Checklist
- Example 8.8(10): Recovery of Assets/Payments Before Termination

## 8.9 EXIT INTERVIEW/SURVEY — EMPLOYEE

### (1) Form Elements

- Example 8.9(1): Exit Interview Form
- Example 8.9(2): Interview Questionnaire
- Example 8.9(3): Exit Survey
- Example 8.9(4): Termination Questionnaire
- Example 8.9(5): Termination Report
- Example 8.9(6): Post-exit Survey
- Example 8.9(7): Exit Interview
- Example 8.9(8): Exit Interview
- Example 8.9(9): Record of Exit Interview: Voluntary Resignation
- Example 8.9(10): Employee Exit Interview: Voluntary Termination
- Example 8.9(11): Employee Exit Interview Form

## 8.10 EXIT INTERVIEW/SURVEY — MANAGER

### (1) Legal Considerations

### (2) Form Elements

- Example 8.10(1): Termination Report by Manager
- Example 8.10(2): Sample Letter to Terminated Employees RE: Post Exit Survey

## 8.11 RELEASE

### (1) Legal Considerations

### (2) Form Elements

- Example 8.11(1): Final Release
- Example 8.11(2): Sample Letter: Final Release and Indemnity
- Example 8.11(3): Short Form Release
- Example 8.11(4): Long Form Release
- Example 8.11(5): Termination Letter With Clawback Provision

## 8.12 DATA CHECKLIST FOR LEGAL COUNSEL

### (1) Form Elements

- Example 8.12(1): Data Checklist for Legal Counsel
- Example 8.12(2): Employee Data Checklist for Legal Counsel



## TABLE OF CONTENTS

### 8.13 SEVERANCE

#### (1) Legal Considerations

Example 8.13(1): Types of Severance Plans

Example 8.13(2): Payment of Severance

Example 8.13(3): Severance Payment Confirmation Form

Example 8.13(4): Retiring Allowance Direct Transfer Form

## CHAPTER 9: COMPETENCY FRAMEWORK

### 9.1 INTRODUCTION TO COMPETENCY FRAMEWORKS

### 9.2 BEHAVIOURAL AND SKILLS-BASED COMPETENCIES

### 9.3 WHY USE COMPETENCIES?

### 9.4 ANATOMY OF A COMPETENCY FRAMEWORK

### 9.5 CREATING YOUR OWN COMPETENCY FRAMEWORK

Example 9.5(1): How to Create a Competency Framework

### 9.6 EDITING AND UPDATING A COMPETENCY DICTIONARY

### 9.7 CRITICISMS OF COMPETENCY FRAMEWORKS

### 9.8 THINKING COMPETENCIES

Example 9.8(1): Problem Solving Competency

Example 9.8(2): Innovation Competency

Example 9.8(3): Judgment and Decision Making Competency

### 9.9 COPING COMPETENCIES

Example 9.9(1): Managing Change Competency

Example 9.9(2): Negotiation and Conflict Management Competency

### 9.10 REPRESENTING AND PROMOTING COMPETENCIES

Example 9.10(1): Influence and Persuasion Competency

Example 9.10(2): Customer Service Competency

Example 9.10(3): Courage and Confidence Competency

#### 9.11 SELF-MANAGEMENT COMPETENCIES

- Example 9.11(1): Accuracy and Attention to Detail Competency
- Example 9.11(2): Teamwork Competency
- Example 9.11(3): Time Management and Prioritization Competency

#### 9.12 BUSINESS SKILLS

- Example 9.12(1): Business Acumen Competency
- Example 9.12(2): Financial Management and Accountability Competency
- Example 9.12(3): Strategic Orientation Competency
- Example 9.12(4): Project Management Competency
- Example 9.12(5): Managing Information Competency

#### 9.13 COMMUNICATION SKILLS

- Example 9.13(1): Written Communications Competency
- Example 9.13(2): Verbal Communications Competency
- Example 9.13(3): Bilingualism Competency

#### 9.14 MANAGEMENT SKILLS

- Example 9.14(1): Leadership and Supervision Competency
- Example 9.14(2): Employee Development Competency

#### 9.15 PROFESSIONAL AND TECHNICAL SKILLS

- Example 9.15(1): Computer Skills Competency
- Example 9.15(2): Technical and Professional Expertise Competency

#### 9.16 REFERENCES AND RESOURCES FOR FURTHER READING

### **CHAPTER 10: DIVERSITY AND EQUITY**

#### 10.1 EQUITY IN PAY

- Example 10.1(1): Pay Equity Legislation Table
- Example 10.1(2): Guidelines for Conducting a Pay Equity Review
- Example 10.1(3): Calculating Compensation for Pay Comparisons
- Example 10.1(4): Employee Types
- Example 10.1(5): Determining Job Gender
- Example 10.1(6): Calculating Gender Predominance
- Example 10.1(7): Historical Incumbency Record
- Example 10.1(7.1): Historical Incumbency by Job
- Example 10.1(8): Occupational Gender Stereotyping

## TABLE OF CONTENTS

Example 10.1(9):	Determining the Job Rate
Example 10.1(10):	Conducting the Pay Equity Analysis
Example 10.1(11):	Pay Equity Adjustments
Example 10.1(12):	Notice to Employees About Pay Equity
Example 10.1(13):	Checklist for the Annual Pay Equity Report

### 10.2 DIVERSITY

Example 10.2(1):	Leveraging Diversity: Tips
Example 10.2(2):	Diversity Action Steps to Become “Employer of Choice” for Visible Minorities
Example 10.2(3):	Human Rights/Race Relations Policy Elements
Example 10.2(4):	Diversity Tips
Example 10.2(5):	Employee Affinity Groups
Example 10.2(5)(1):	Benefits of Employee Affinity Groups
Example 10.2(5)(2):	Checklist for Establishing Employee Affinity Groups
Example 10.2(5)(3):	Possible Functions of an Employee Affinity Group

### 10.3 EMPLOYMENT EQUITY

Example 10.3(1):	Employment Equity Policy Checklist
Example 10.3(2):	Checklist of Designated and Disadvantaged Groups
Example 10.3(3):	Self-Identification Form
Example 10.3(3.1):	Employee Self-Identification Form
Example 10.3(4):	Candidate Self-Declaration Form
Example 10.3(5):	Workforce Data Analysis
Example 10.3(5.1):	Workforce Analysis with Target Representation
Example 10.3(6):	Pay Analysis
Example 10.3(7):	Candidate Data Analysis
Example 10.3(8):	Review of Employment Practices

## GLOSSARY

## INDEX