

# Table of Contents

## VOLUME 1

Introduction / iii

About the Authors / vii

Acknowledgments / ix

### CHAPTER 1 PLANNING FOR STAFFING

#### 1.1 FORECASTING FORMS / 1-1

##### (1) Form Elements / 1-1

Example 1.1(1): Estimate of Staffing Needs / 1-3

Example 1.1(2): Supply Forecast / 1-4

Example 1.1(3): Determining Supply for Human Resources Planning / 1-5

Example 1.1(4): Human Resources Planning: A Tool for Determining  
Supply — A / 1-7

Example 1.1(5): Employee Development Plan: A Tool for Determining  
Supply — B / 1-8

Example 1.1(6): Human Resources Planning: Replacement Chart / 1-10

Example 1.1(7): Human Resources Planning: Determining Demand &  
Supply — C / 1-11

Example 1.1(8): Reorganization Checklist / 1-12

Example 1.1(9): Resource Planning Form / 1-14

Example 1.1(10): Resource Assessment Tool / 1-15

Example 1.1(11): Recording Benchmarking Opportunities / 1-18

Example 1.1(12): Technology Enabler: Preparedness Assessment Questionnaire / 1-19

Example 1.1(13): Ranking Questionnaire / 1-20

Example 1.1(14): Recruitment Management Strategy Planning / 1-21

Example 1.1(15): Recruitment Strategy Guidelines / 1-22

#### 1.2 TURNOVER ANALYSIS / 1-23

##### (1) Form Elements / 1-23

Example 1.2(1): Personnel Activity Report / 1-24

Example 1.2(2): Separation Rate by Month and Division / 1-26

Example 1.2(3): Creating a Benchmark Object Profile / 1-28

Example 1.2(4): Sample Turnover Analysis / 1-30

1.3 PERSONNEL REQUISITION FORMS / 1-33

(1) Form Elements / 1-33

- Example 1.3(1): Personnel Requisition / 1-34
- Example 1.3(2): Personnel Requisition / 1-36
- Example 1.3(3): Personnel Requisition with Quantified Justification / 1-38
- Example 1.3(4): Personnel Requisition with Budget Justification / 1-40
- Example 1.3(5): Personnel Addition — Rationale / 1-42
- Example 1.3(6): Permission to Recruit / 1-44
- Example 1.3(7): Temporary Employee Requisition Form / 1-46
- Example 1.3(8): Position Requisition Form / 1-48
- Example 1.3(9): Sample Permission to Recruit / 1-51
- Example 1.3(10): Request to Promote Form / 1-52

1.4 TRACKING FORMS / 1-54

(1) Form Elements / 1-54

- Example 1.4(1): Salaried Vacancies Tracking Log / 1-55
- Example 1.4(2): Cost per Hire Report / 1-56
- Example 1.4(3): Consolidated Employee Count — Salaried Staff / 1-57
- Example 1.4(4): Consolidated Employee Count — Hourly Staff / 1-58
- Example 1.4(5): Human Resources Report Card / 1-59

1.5 JOB DESCRIPTIONS / 1-60

(1) Form Elements / 1-60

- Example 1.5(1): Job Description Guidelines / 1-61
- Example 1.5(2): Job Description Format Incorporating Instructions / 1-63
- Example 1.5(3): Job Description for a Maintenance Supervisor / 1-65
- Example 1.5(4): Job Description for Administrative Assistant / 1-67
- Example 1.5(5): Job Description with Justification for Listing Functions as Essential for Employment of People with Disabilities / 1-69
- Example 1.5(6): Job Fact Sheet for Job Description / 1-72
- Example 1.5(7): Formulating a Job Description / 1-77
- Example 1.5(8): Job Analysis Checklist (RE: Job Descriptions) / 1-79
- Example 1.5(9): Checklist for Writing Job Descriptions / 1-80
- Example 1.5(10): Common Problems in Job Descriptions / 1-81
- Example 1.5(11): Identifying Critical Competencies for CEOs & Executives — Checklist / 1-82
- Example 1.5(12): Business Process Re-engineering / 1-85
- Example 1.5(13): Competency-Based Job Description Template / 1-87
- Example 1.5(14): Other Common Job Description Fields / 1-89
- Example 1.5(15): Sample Job Descriptions Policy / 1-91

## TABLE OF CONTENTS

Example 1.5(16):	Job Description Action Words / 1-92
1.6	PHYSICAL DEMANDS ANALYSIS / 1-96
(1)	Form Elements / 1-96
Example 1.6(1):	Physical Demands for an Order Filler / 1-97
Example 1.6(2):	Physical Demands and Environmental Analysis Worksheet / 1-98
Example 1.6(3):	Pre-placement Physical Medical Exam — Fitness to Work Form / 1-100
Example 1.6(4):	Immunization Record / 1-102
Example 1.6(5):	Sample Job Site Analysis Report / 1-104
1.7	OUTSOURCING / 1-108
Example 1.7(1):	Outsourcing: Checklist for Recruiting / 1-109
Example 1.7(2):	Outsourcing: Vendor Selection Considerations / 1-110
Example 1.7(3):	Outsourcing: Transition to Provider—Detailed Plan / 1-111
Example 1.7(4):	Outsourcing: Relationship Management / 1-112
Example 1.7(5):	Outsourcing: Review/Evaluation of Arrangements & Contracts / 1-113

## CHAPTER 2 MANAGING THE HIRING PROCESS

2.1	APPLICATION FORMS / 2-1
(1)	Legal Considerations / 2-1
(2)	Form Elements / 2-2
Example 2.1(1):	Application for Employment / 2-3
Example 2.1(1.1):	Checking Proof of Right to Work in Canada / 2-5
Example 2.1(2):	Application for Employment / 2-6
Example 2.1(3):	Application for Employment / 2-10
Example 2.1(4):	Application for Employment / 2-12
Example 2.1(5):	Application for Employment / 2-14
Example 2.1(6):	Application for Employment / 2-18
Example 2.1(7):	Employment Application Form — Retail / 2-20.1
Example 2.1(7.1):	Job Application Form — Manufacturing / 2-20.3
Example 2.1(8):	Acknowledgment Sample — General / 2-20.5
Example 2.1(9):	Acknowledgment Sample — Specific / 2-20.6
Example 2.1(10):	Pre-Employment Statement / 2-21
Example 2.1(11):	Sample Job Application Form / 2-22
Example 2.1(12):	Resume Review Checklist / 2-22.4
2.2	SIGN-OFF FORMS / 2-22.6
(1)	Legal Considerations / 2-22.6
(2)	Form Elements / 2-22.6

- Example 2.2(1): Software Guidelines / 2-23
- Example 2.2(2): Conflict of Interest and Confidentiality  
Acknowledgment / 2-25
- Example 2.2(3): User Declaration — Internet Use / 2-28
- Example 2.2(4): Confirmation of Understanding of the Employment Policies  
and Procedures / 2-29
- Example 2.2(5): Reference Release / 2-30
- Example 2.2(5.1): Release Authorizing Reference Check of Applicant's  
Credentials / 2-30.1
- Example 2.2(6): False Statement Warning for Employment  
Application / 2-30.2
- Example 2.2(7): Request for School Transcripts / 2-30.3

### 2.3 APPLICATIONS FOR INTERNAL POSTINGS / 2-30.4

- (1) Legal Considerations / 2-30.4
- (2) Form Elements / 2-30.4
  - Example 2.3(1): Internal Application for Positions Posted / 2-31
  - Example 2.3(1.1): Internal Application Form / 2-32.1
  - Example 2.3(2): Position Vacancy Posting and/or Advertising Request / 2-32.2
  - Example 2.3(3): Job Posting Availability Notice / 2-32.2-1
  - Example 2.3(4): Job Posting Application Form / 2-32.3

### 2.4 RECRUITMENT / 2-33

- (1) Form Elements / 2-33
  - Example 2.4(1): Checklist for Recruitment/Selection Process / 2-34
    - Example 2.4(1.1): Hiring and Recruitment — Checklist / 2-34.1
    - Example 2.4(1.2): Recruitment Planning Checklist / 2-34.2
    - Example 2.4(1.3): Internal Recruiting Strategy Questions / 2-34.3
    - Example 2.4(1.4): External Recruiting Strategy Questions / 2-34.4
    - Example 2.4(1.5): Questions When Screening Resumes for Technology  
Employees / 2-34.5
  - Example 2.4(2): Guidelines for Recruitment / 2-35
    - Example 2.4(2.1): Process for Creating a New Position / 2-36
    - Example 2.4(2.2): Replacing an Employee / 2-36.1
    - Example 2.4(2.3): Employment Process Chart / 2-36.2
    - Example 2.4(2.4): Temporary Employee Request Form / 2-36.3
  - Example 2.4(3): How to Hire: “The People Advantage” (Article) / 2-36.5
  - Example 2.4(4): Application Screening Worksheet / 2-38
    - Example 2.4(4.1): Applicant Screening Profile / 2-38.1
  - Example 2.4(5): Interview Panel Scoring and Analysis / 2-38.3
  - Example 2.4(6): Screening Guidelines for Resumes / 2-38.4

## TABLE OF CONTENTS

Example 2.4(7):	Resume Screening – Checklist / 2-38.5
Example 2.4(8):	Advertising for Jobs in Newspapers / 2-38.6
Example 2.4(9):	Useful Questions for External Recruiters / 2-38.7
Example 2.4(10):	How to Recruit in a Tight Labour Market / 2-38.9
Example 2.4(11):	Using Specialty Recruiting Firms / 2-38.10
2.5	INTERVIEW INFORMATION / 2-38.11
(1)	Legal Considerations / 2-38.11
(2)	Form Elements / 2-38.11
Example 2.5(1):	Effective Interviewing Techniques (Article) / 2-39
Example 2.5(2):	Things to Look for in an Interview / 2-42
Example 2.5(3):	Interview Checklist (Article) / 2-44
Example 2.5(4):	List of Protected Grounds to Avoid Discrimination in Employment (Ontario) / 2-46
Example 2.5(5):	Sample Questions Not Allowed / 2-49
Example 2.5(5.1):	Diverse Recruiting – Proper Language / 2-50.1
Example 2.5(5.2):	Developing Appropriate Interview Questions for Technology Employees / 2-50.2
Example 2.5(6):	Summary of Candidates / 2-50.2-1
Example 2.5(6.1):	Recruitment Process Tracking / 2-50.3
Example 2.5(7):	Application Appraisal Form / 2-51
Example 2.5(7.1):	Applicant’s Self-Assessment of Ability to do the Job / 2-52.1
Example 2.5(7.2):	Interviewer’s Evaluation of Candidate / 2-52.2
Example 2.5(8):	First Interview Worksheet / 2-52.4-1
Example 2.5(9):	Applicant Skills/Competencies Shortlist / 2-52.4-6
Example 2.5(10):	Interview Report / 2-52.5
Example 2.5(11):	Competency Assessment Sheet / 2-52.6
Example 2.5(12):	Guidelines for Telephone Screening / 2-52.7
Example 2.5(13):	Sample Telephone Interview / 2-52.8
Example 2.5(14):	Post Interview Checklist / 2-52.9
Example 2.5(15):	Questioning Techniques in Interviewing / 2-52.11
Example 2.5(16):	Listening Techniques in Interviewing / 2-52.12
Example 2.5(17):	Confirmation Email – Telephone Interview / 2-52.13
Example 2.5(18):	Confirmation Email – Virtual/Online Interview / 2-52.14
Example 2.5(18.1):	Virtual/Online Interview Ideas / 2-52.14-1
Example 2.5(19):	Confirmation Email – In-Person Interview / 2-52.15
Example 2.5(20):	Questions for Interviewing Customer Service Candidates / 2-52.16
Example 2.5(21):	Screening Interview — Preparation / 2-52.17
Example 2.5(22):	Behavioural-Based Questions / 2-52.18
Example 2.5(23):	Wrapping Up the Interview / 2-52.19

Example 2.5(24): Candidate Questions to be Prepared for / 2-52.20

## 2.6 OFFER LETTERS AND ACKNOWLEDGMENT LETTERS / 2-53

- (1) Legal Considerations / 2-53
- (2) Form Elements / 2-53
  - Example 2.6(1): Offer Letter / 2-54
  - Example 2.6(2): Offer Letter / 2-55
  - Example 2.6(3): Offer Letter / 2-56
  - Example 2.6(4): Offer Letter / 2-57
  - Example 2.6(5): Offer Letter / 2-58
  - Example 2.6(6): Offer Letter / 2-59
  - Example 2.6(7): Acknowledgment Letter — Unsuccessful Interview / 2-60
  - Example 2.6(7.1): Rejection Letter / 2-60.1
  - Example 2.6(7.2): Rejection Letter to Internal Applicant / 2-60.2
    - Example 2.6(7.2.1): Feedback to Job Applicants / 2-60.2-1
    - Example 2.6(7.2.2): Rejection of Unsuccessful Candidates / 2-60.2-2
  - Example 2.6(8): Letter Confirming Employment / 2-60.3
  - Example 2.6(8.1): Sample Legal Acknowledgement of Job Offer / 2-60.4
  - Example 2.6(9): Job Offer Request Form — Details for Verbal Offer / 2-60.4-1
  - Example 2.6(10): Sample Script for Verbal Offer / 2-60.5
  - Example 2.6(11): Guidelines for Extending Offers Electronically / 2-60.6
  - Example 2.6(12): Offer Package Checklist / 2-60.7

## 2.7 EMPLOYMENT AGREEMENTS / 2-61

- (1) Legal Considerations / 2-61
- (2) Form Elements / 2-61
  - Example 2.7(1): Employment Contract - Letter Form / 2-62
  - Example 2.7(2): Employment Contract - Long Form / 2-64
  - Example 2.7(3): Informal Employment Contract / 2-66.1
  - Example 2.7(4): Casual Staff Employment Contract / 2-66.3
  - Example 2.7(5): Employment Contract Checklist / 2-66.4
  - Example 2.7(6): Terms of Employment Contract Checklist / 2-66.10

## 2.8 INDEPENDENT CONTRACTOR STATUS / 2-67

- Example 2.8(1): Employee/Independent Contractor Status and Checklist / 2-68
- Example 2.8(2): Independent Contractor Determination Form / 2-70
- Example 2.8(3): Independent Contractor Determination Guidelines / 2-70.3

## 2.9 REFERENCE CHECK FORMS / 2-70.4

- (1) Legal Considerations / 2-70.4

## TABLE OF CONTENTS

- (2) Form Elements / 2-70.4
  - Example 2.9(1): Reference Check Form / 2-71
  - Example 2.9(1.1): Reference Release / 2-72.1
  - Example 2.9(2): Police/Criminal Reference Check Request / 2-73
  - Example 2.9(2.1): Authorization for Fingerprinting / 2-74
  - Example 2.9(2.2): Consent for Criminal Record Search / 2-74.1
  - Example 2.9(3): Reference Check Sheet / 2-74.2
  - Example 2.9(4): Reference Check / 2-75
  - Example 2.9(4.1): Personal Reference Check / 2-76.1
  - Example 2.9(5): Telephone Reference Check / 2-76.2
  - Example 2.9(5.1): Telephone Reference Checking Form / 2-76.2-2
  - Example 2.9(6): Qualification Reference Check / 2-76.3
  - Example 2.9(7): Proof of Eligibility to Work / 2-76.6
  - Example 2.9(8): Tips for Using Temporary Employees - Background Checks / 2-76.7
  - Example 2.9(9): Employee Referral Program — Cash Award Memo / 2-76.8
  - Example 2.9(10): Flyer — Reminding Employees of Referral Bonus Award Program / 2-76.9
  - Example 2.9(11): Application for Referral Bonus Award / 2-76.10
  - Example 2.9(12): Employee Referral Bonus Award Memo / 2-76.11
  - Example 2.9(13): Employee Referral Program Overview / 2-76.12
  - Example 2.9(14): Employee Referral Form / 2-76.13

### 2.10 ORIENTATION INFORMATION / 2-77

- (1) Legal Considerations / 2-77
- (2) Form Elements / 2-77
  - Example 2.10(1): New Employee Information Checklist / 2-78
  - Example 2.10(1.1): New Hire Documentation for Employee Personnel File / 2-80
  - Example 2.10(1.2): Checklist for Pre-Employment Communications / 2-80.1
  - Example 2.10(2): Orientation Program Supervisor's Checklist / 2-81
  - Example 2.10(2.1): Orientation Checklist / 2-83
  - Example 2.10(3): Record of Orientation / 2-84
  - Example 2.10(4): Employee Onboarding - Orientation - Probation Checklist / 2-85
  - Example 2.10(5): Orientation Checklist – Example 2 / 2-87
  - Example 2.10(6): Checklist for Day 1 Communication to New Employee / 2-90
  - Example 2.10(7): Checklist of First 30 Days Communication to New Employee / 2-91
  - Example 2.10(8): Emergency Contact Form / 2-92
  - Example 2.10(9): Payroll Setup Form / 2-93
  - Example 2.10(10): Virtual Onboarding Checklist / 2-95

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

### 3.1 HUMAN RIGHTS PROHIBITED GROUNDS OF DISCRIMINATION / 3-1

Example 3.1(1): Chart of Prohibited Grounds of Discrimination / 3-2

Example 3.1(2): Application Form Do's and Don'ts / 3-4

### 3.2 HUMAN RIGHTS COMMISSION GUIDELINES / 3-5

Example 3.2(1): List of Employment Related Policies and Guidelines Available from Human Rights Commissions across Canada / 3-6

### 3.3 GENDER NEUTRAL LANGUAGE GUIDELINES / 3-14.3

Example 3.3(1): Gender Inclusive Language Checklist / 3-15

Example 3.3(2): Gender Neutral Language Guidelines / 3-16

### 3.4 HARRASSMENT AND EMPLOYEE COMPLAINTS / 3-17

(1) Legal Considerations / 3-17

(2) Form Elements / 3-17

Example 3.4(1): Personal Harassment Complaint Form / 3-18.1

Example 3.4(2): Employee Incident Form / 3-18.2

Example 3.4(3): Workplace Harassment Policy Checklist / 3-18.3

Example 3.4(4): Workplace Harassment Prevention Program Checklist / 3-18.4

Example 3.4(5): Employee Abuse Form / 3-18.5

### 3.5 RESOLUTION OF EMPLOYEE COMPLAINTS / 3-18.6

(1) Legal Considerations / 3-18.6

(2) Form Elements / 3-18.6

Example 3.5(1): Employee Complaint Communication Procedure / 3-18.7

Example 3.5(2): Harassment Investigation Tips Do's and Don'ts / 3-18.9

Example 3.5(2.1): Template for Investigator's Report on Workplace Complaints / 3-18.11

Example 3.5(2.2): Workplace Complaint — Investigator's Log / 3-18.12

Example 3.5(3): Harassment Investigation Procedure / 3-18.13

Example 3.5(4): Harassment Investigator — Desirable Professional and Personal Characteristics / 3-19

Example 3.5(5): Complaint Interview Guidelines / 3-20

Example 3.5(5.1): Workplace Complaints — Investigator's Checklist / 3-21

Example 3.5(6): Steps for a Reasonable Complaint Investigation / 3-22

Example 3.5(7): Employee Grievance Form / 3-22.1

Example 3.5(8): Workplace Complaints Form / 3-22.2

Example 3.5(9): Workplace Complaints — Respondent's Response Form / 3-22.4



## TABLE OF CONTENTS

3.6	ACCOMMODATION / 3-23
(1)	Legal Considerations / 3-23
(2)	Form Elements / 3-23
Example 3.6(1):	Religion in the Workplace / 3-24
Example 3.6(2):	Managing an Older Workforce Checklist / 3-25
Example 3.6(2.1):	Tips for Hiring Managers – Why Older People Want to Work / 3-26.1
Example 3.6(2.2):	Flexibility for Older Workers / 3-26.2
Example 3.6(3):	Reasonable Accommodation for People with Disabilities / 3-27
Example 3.6(4):	Evacuating Employees with Disabilities — An Emergency Preparedness Plan / 3-28
Example 3.6(5):	Reasonable Accommodation Assessment / 3-30
Example 3.6(5.1):	Voluntary Disclosure Form for Employees with Disabilities / 3-30.1
Example 3.6(5.2):	Response to Request for Reasonable Accommodation / 3-30.2
Example 3.6(6):	Selecting Reasonable Accommodation / 3-31
Example 3.6(7):	Accommodating Disabilities – Policy Checklist / 3-33
Example 3.6(7.1):	Training for Managers of Employees with Episodic Disabilities / 3-34
Example 3.6(8):	Substance Abuse Policy – Checklist / 3-35
Example 3.6(9):	Bona Fide Occupational Requirements – Questions / 3-36
Example 3.6(10):	Termination of Employee with Physical Disability / 3-36.1
Example 3.6(11):	Gender Identity and Expression Inclusive Policies — Checklist / 3-36.2

## CHAPTER 4: WORKPLACE HEALTH AND SAFETY

4.1	SAFETY MANUALS, MANAGEMENT AND EMPLOYEE SIGN-OFFS / 4-1
(1)	Legal Considerations / 4-2
(2)	Form Elements / 4-2
Example 4.1(1):	Sample General Health and Safety Policy Statement / 4-3
Example 4.1(2):	Health and Safety Bulletin Board Checklist / 4-4
Example 4.1(3):	Employee Sign-off / 4-5
Example 4.1(4):	Elements of an Organization Safety Code / 4-6
4.2	ORIENTATION AND TRAINING / 4-6.2
(1)	Legal Considerations / 4-6.2
(2)	Form Elements / 4-6.2
Example 4.2(1):	Record of Orientation / 4-7
Example 4.2(2):	Worker Health and Safety Induction Checklist / 4-8
Example 4.2(2.1):	Worker Safety Orientation — Health and Safety Review Form / 4-9
Example 4.2(3):	Workplace Safety Manager/Supervisor Orientation / 4-11
Example 4.2(4):	Health and Safety Orientation Form / 4-12.1
Example 4.2(5):	Checklist for the Orientation of New Workers / 4-12.3

- Example 4.2(6): Young Worker Safety Checklist / 4-13
- Example 4.2(7): Record of Training and Instruction / 4-15
- Example 4.2(8): New Employee Information Checklist / 4-16

#### 4.3 HEALTH AND SAFETY COMMITTEES / 4-16.1

- (1) Legal Considerations / 4-16.1
- (2) Form Elements / 4-16.1
  - Example 4.3(1): Joint Health and Safety Committee Terms of Reference / 4-17
  - Example 4.3(1.1): Safety Committee Membership / 4-22
  - Example 4.3(2): Agenda Checklist / 4-22.2
  - Example 4.3(3): Sample Minutes Form / 4-22.3
  - Example 4.3(3.1): Safety and Health Committee Meeting Minutes / 4-22.4
  - Example 4.3(3.2): Occupational Safety and Health Committee Meeting Attendance Form / 4-23
  - Example 4.3(4): Health and Safety Committee Recommendation Form / 4-24
  - Example 4.3(4.1): Job Safety Recommendation Form / 4-24.1
  - Example 4.3(5): Measuring Health and Safety Committee Effectiveness / 4-25

#### 4.4 WORKPLACE HAZARDOUS MATERIALS INFORMATION SYSTEM / 4-27

- (1) Legal Considerations / 4-27
- (2) Form Elements / 4-27
  - Example 4.4(1): WHMIS Inspection Checklist and Report Form / 4-28
  - Example 4.4(2): MSDS Checklist / 4-30
  - Example 4.4(3): Sample Material Safety Data Sheet (MSDS) / 4-31
  - Example 4.4(3.1): Hazardous Waste Profile Sheet (WPS) / 4-35
  - Example 4.4(4): Sample Supplier Label / 4-36.2
  - Example 4.4(5): Spill Control Plan — Flammable & Combustible Liquids / 4-36.3
  - Example 4.4(6): Hazardous Waste Disposal — Material List / 4-36.7
  - Example 4.4(7): Health Screening Questionnaire for Respirator Users / 4-36.8
  - Example 4.4(8): WHMIS Program Assessment Checklist / 4-36.10
  - Example 4.4(9): Worker WHMIS Training Assessment Checklist / 4-36.11

#### 4.5 HAZARD RECOGNITION AND REPORTING / 4-36.12

- (1) Legal Considerations / 4-36.12
- (2) Form Elements / 4-36.12
  - Example 4.5(1): Hazard Checklist and Guideline / 4-37
  - Example 4.5(2): Hazard Identification Form / 4-38
  - Example 4.5(3): Hazard Control Plan / 4-40
  - Example 4.5(3.1): Job Hazard Analysis / 4-42
  - Example 4.5(4): Hazard Report (Five Stages) / 4-43

## TABLE OF CONTENTS

Example 4.5(4.1):	Reporting Hazards Procedure / 4-46.3
Example 4.5(4.2):	Hazard Inspection Report / 4-46.4
Example 4.5(4.3):	Maintenance & Housekeeping Rules / 4-46.5
Example 4.5(5):	Engineering Checklist / 4-47
Example 4.5(5.1):	Engineering Checklist Procedures / 4-49
Example 4.5(6):	Sample Ventilation System Checklists / 4-50
Example 4.5(7):	Hazard Identification & Assessment / 4-52.1
Example 4.5(8):	Confined Space Entry Log / 4-52.4
Example 4.5(9):	Confined Space Entry Permit / 4-52.5
Example 4.5(10):	Confined Space Entry Checklist / 4-52.6
Example 4.5(11):	Health & Safety Pre-Purchase Checklist / 4-52.8
Example 4.5(12):	OHS & Environmental Pre-Purchase Risk Assessment Checklist / 4-52.12
Example 4.5(13):	OH & S Pre-Purchase Checklist / 4-52.15
Example 4.5(14):	Safety Audit Checklist: Sample — Material Handling / 4-52.18
4.6 INSPECTIONS / 4-52.22	
(1) Legal Considerations / 4-52.22	
(2) Form Elements / 4-52.22	
Example 4.6(1):	Workplace Inspection Form / 4-53
Example 4.6(2):	Inspection Checklist and Report Form / 4-54
Example 4.6(3):	Workplace Inspection / 4-56
Example 4.6(4):	Workplace Inspection Recording Form / 4-59
Example 4.6(5):	Office Inspection Checklist / 4-60
Example 4.6(6):	Laboratory/Workshop Inspection Checklist / 4-60.1
Example 4.6(7):	Temporary Warehouse/Construction Mill/Space Inspection Checklist / 4-60.4
Example 4.6(8):	Workplace Inspection: Health Problems of Individual Employees / 4-60.8
Example 4.6(9):	Safety Inspection Checklist / 4-60.9
4.7 WORK REFUSALS / 4-60.11	
(1) Legal Considerations / 4-60.11	
(2) Form Elements / 4-60.11	
Example 4.7(1):	Work Refusal Record / 4-61
Example 4.7(2):	Form/Checklist for Stop Work Directive (Ontario — Bilateral Power to Stop Work) / 4-62
Example 4.7(3):	Employer's Report of Safety Related Refusal to Work / 4-64
Example 4.7(4):	Occupational Health and Safety Representative Concern or Work Refusal Report Form / 4-66

4.8 ACCIDENT REPORTING AND INVESTIGATION / 4-67

(1) Legal Considerations / 4-67

(2) Form Elements / 4-67

Example 4.8(1): Accident Report Checklist and Protocol for Death or Critical Injury / 4-68.1

Example 4.8(2): Employee Injury Report / 4-69

Example 4.8(2.1): Near-miss Accident Report & Investigation Form / 4-72

Example 4.8(2.2): Injury Report / 4-73

Example 4.8(2.3): Employee Personal Work Incident Report / 4-74

Example 4.8(3): Supervisor's Report of Injury / 4-75

Example 4.8(4): Accident Investigation Report / 4-77

Example 4.8(5): Supervisor's Accident Investigation Report / 4-78b

Example 4.8(6): Accident Investigation Form / 4-78d

Example 4.8(7): Driver's Accident Report / 4-78g

Example 4.8(8): Employee Injury Report / 4-78.1

Example 4.8(9): Accident Report / 4-78.2

Example 4.8(10): Accident/Incident/Occupational Disease Report for Employees / 4-78.3

Example 4.8(11): Employee Accident/Incident Report / 4-78.7

Example 4.8(12): Guidelines for Handling Customer Accident / 4-78.9

Example 4.8(13): Accident Investigation: Checklist of Information & Analysis / 4-78.10

Example 4.8(14): Potential Exposure Report / 4-78.12

4.9 EMERGENCY PREPAREDNESS AND FIRST AID / 4-79

(1) Legal Considerations / 4-79

(2) Form Elements / 4-79

Example 4.9(1): Emergency Procedures Checklist / 4-80

Example 4.9(2): Pandemic Influenza Business Planning Checklist / 4-80.1

Example 4.9(3): Emergency Evacuation — Request for Assistance Form / 4-80.5

Example 4.9(4): First Aid Kit Inventory and Inspection Card / 4-80.6

Example 4.9(5): Record of First Aid Treatment / 4-80.7

Example 4.9(6): Management Contingency Planning for Emergencies / 4-80.9

Example 4.9(7): Communication Checklist in Public Health Emergencies / 4-80.10

Example 4.9(8): Fire/Evacuation Drill Checklist / 4-80.11

4.10 WORKERS' COMPENSATION / 4-81

(1) Legal Considerations / 4-81

(2) Form Elements / 4-81

Example 4.10(1): Functional Abilities Form for Timely Return to Work (Ontario) / 4-82

Example 4.10(2): Sample Functional Abilities Assessment Report (Generic) / 4-84

Example 4.10(3): Functional Abilities Form for Timely Return to Work / 4-103

## TABLE OF CONTENTS

Example 4.10(4):	Modified Work Program / 4-105
Example 4.10(5):	Workers' Compensation Re-employment Provisions / 4-109
Example 4.10(6):	Graduated Return to Work Plan / 4-110
Example 4.10(7):	Sick Leave/Return to Work Form / 4-111
Example 4.10(8):	Return to Work Plan / 4-114
4.11 SECURITY AND VIOLENCE IN THE WORKPLACE / 4-115	
(1)	Legal Considerations / 4-115
(2)	Form Elements / 4-115
Example 4.11(1):	Violent Incident Report Form / 4-116
Example 4.11(2):	Suspect and Vehicle Identification Report Form / 4-117
Example 4.11(3):	What an Effective Workplace Violence Policy Should Do / 4-118
Example 4.11(4):	Workplace Violence Policy Checklist / 4-120.1
Example 4.11(5):	Checklist of Preventive Measures to Avoid Workplace Violence / 4-120.3
Example 4.11(5.1):	Common Sense Preventative Measures Against Violence in the Workplace – Checklist / 4-120.4
Example 4.11(6):	Workplace Violence Prevention Program Checklist / 4-120.4-1
Example 4.11(7):	Workplace Violence Risk Assessment Checklist / 4-120.5
Example 4.11(8):	Domestic Violence in the Workplace Checklist / 4-120.9
Example 4.11(9):	Workplace Violence and Harassment Incident Report / 4-120.10
Example 4.11(10):	Signs of Domestic Violence / 4-120.13
Example 4.11(11):	Workplace Violence: Employee Risk Assessment Questionnaire / 4-120.14
Example 4.11(12):	Workplace Violence Survey / 4-120.16
Example 4.11(13):	Workplace Violence/Harassment Complaints Involving Customers/ Clients, Suppliers, Visitors or Members of the Public / 4-120.22
Example 4.11(14):	Security Incident Report / 4-120.23
Example 4.11(15):	Emotional Effects of Trauma / 4-120.24
4.12 CONTRACTOR SAFETY / 4-120.25	
(1)	Legal Considerations / 4-120.25
(2)	Form Elements / 4-120.25
Example 4.12(1):	Health and Safety Statement Form for Contractors / 4-121
Example 4.12(2):	Contractor Safety Questionnaire / 4-122
Example 4.12(3):	Contractor Evaluation / 4-124
Example 4.12(4):	Contractor's Prequalification Form (PQF) / 4-126
4.13 COMPLIANCE, DUE DILIGENCE AND LEGAL MATTERS / 4-126.9	
(1)	Legal Considerations / 4-126.9

(2) Form Elements / 4-126.9

Example 4.13(1): Legal and Due Diligence Checklist / 4-127

Example 4.13(2): Draft Letters of Appeal (Inspector's Orders) / 4-130

Example 4.13(3): Loss Prevention Funds Funding Application / 4-131

#### 4.14 ERGONOMICS AND MUSCULOSKELETAL INJURIES (MSIs) / 4-133

(1) Legal Considerations / 4-133

(2) Form Elements / 4-133

Example 4.14(1): Checklist for Computer Workstations / 4-134

Example 4.14(2): Ergonomics Checklist / 4-136

Example 4.14(3): Checklist for Workstation Assessment / 4-141

Example 4.14(4): Checklist for Ergonomics Tips / 4-144

Example 4.14(5): Ideas for Reducing Frequency & Severity of Lost Time Injuries / 4-145

#### 4.15 INDOOR AIR QUALITY / 4-146

(1) Legal Considerations / 4-146

(2) Form Elements / 4-146

Example 4.15(1): Indoor Air Quality Assessment / 4-146.1

#### 4.16 WORK-LIFE BALANCE, WELLNESS AND EMPLOYEE ASSISTANCE PROGRAMS / 4-146.3

(1) Form Elements / 4-146.3

Example 4.16(1): Better Work-Life Balance Steps for Employees / 4-147

Example 4.16(2): Promoting Work-Life Balance in Your Organization / 4-148

Example 4.16(3): Tips for Verifying Employee Medical Information / 4-149

Example 4.16(4): Typical Characteristics of an Employee Assistance Program (EAP) / 4-150

Example 4.16(5): Wellness Program Implementation Checklist / 4-151

Example 4.16(5.1): Steps to a Healthy Wellness Plan / 4-152

Example 4.16(5.2): Benefits of Wellness / 4-152.1

Example 4.16(5.3): Developing an Effective Wellness Program / 4-152.2

Example 4.16(6): Workplace Tips to Promote Health and Productivity / 4-152.3

Example 4.16(7): Mental Health Warning Signs / 4-152.4

Example 4.16(8): Ways to be Fit at Work / 4-152.5

#### 4.17 CRITICAL INCIDENT MANAGEMENT / 4-153

(1) Form Elements / 4-153

Example 4.17(1): Critical Incident Aftermath: Top Reminders / 4-154

Example 4.17(2): Recognizing Critical Incident Stress Reactions / 4-155

TABLE OF CONTENTS

Example 4.17(3): AODA Acknowledgement Form / 4-156

**VOLUME 2**

**CHAPTER 5: MANAGING EMPLOYEE PERFORMANCE AND CONDUCT**

5.1 PROBATIONARY EMPLOYEES / 5-1

(1) Legal Considerations / 5-1

(2) Form Elements / 5-1

Example 5.1(1): Probation Employee Review / 5-3

Example 5.1(2): Probationary Review Report / 5-5

Example 5.1(3): Performance Appraisal Form / 5-8

Example 5.1(4): Probationary/Term Employee Progress Report / 5-8.1

Example 5.1(5): End of Probation Appraisal / 5-8.3

Example 5.1(6): Employee's Progress During Probationary Period / 5-8.5

Example 5.1(7): Dress Code / 5-8.7

Example 5.1(8): Policy Agreement / 5-8.9

Example 5.1(9): Code of Conduct Acknowledgement Form / 5-8.10

5.2 TRAINING AND DEVELOPMENT / 5-9

(1) Legal Considerations / 5-9

(2) Form Elements / 5-9

Example 5.2(1): Employee Training and Conference Requisition / 5-10

Example 5.2(2): Course and Conference Evaluation / 5-11

Example 5.2(3): Training & Development Activity Evaluation / 5-12

Example 5.2(3.1): Participants' Course Evaluation / 5-12.2

Example 5.2(3.2): Participants' Course Evaluation (Alternative) / 5-12.4

Example 5.2(3.3): Evaluation of Training Effectiveness by Trainees' Supervisor / 5-12.6

Example 5.2(3.4): Evaluation of New Position Training / 5-12.8

Example 5.2(4): Selecting Human Resources Courses Checklist / 5-12.11

Example 5.2(5): Presentation Points to Consider / 5-12.12

Example 5.2(6): Request for New Training Program / 5-12.13

Example 5.2(7): Detailed Training Proposal / 5-12.14

Example 5.2(8): Nomination of Employee to be Trained / 5-12.16

Example 5.2(9): Notice to Supervisor of Employees' Enrollment in Training Program / 5-12.17

Example 5.2(10): Strategies for Communicating with a Diverse Workforce / 5-12.18

Example 5.2(11): Emotional Intelligence — 15 Areas to Consider / 5-12.19

Example 5.2(12): Application for Tuition Assistance / 5-12.20

### 5.3 MANAGING EMPLOYEE PERFORMANCE / 5-12.22

(1) Legal Considerations / 5-12.22

(2) Form Elements / 5-12.22

Example 5.3(1): Establishing Performance Goals and Objectives / 5-13

Example 5.3(2): Action Items that Improve Employee Motivation / 5-14

Example 5.3(3): Career Development Discussions Checklist / 5-14.1

Example 5.3(4): Employee Interests and Capabilities Checklist / 5-14.2

Example 5.3(5): Manager's Checklist for Stress Management / 5-14.3

Example 5.3(6): Manager's Guideline to Reduce Worker Alienation / 5-14.5

Example 5.3(7): Following the Framework: Checklist for Line Managers/Supervisors in Unionized Workplaces / 5-14.6

Example 5.3(8): Four Phases of Engagement / 5-14.7

Example 5.3(8.1): Personalize Each Employee's Job / 5-14.8

Example 5.3(9): Tactics to Boost Engagement / 5-14.9

Example 5.3(9.1): Trust in Leadership / 5-14.10

Example 5.3(9.2): Are You an Effective Leader? / 5-14.11

Example 5.3(9.3): Using Your Time Effectively / 5-14.12

Example 5.3(9.4): Understanding Procrastination in Your Employees / 5-14.13

Example 5.3(10): Engaging Different Generations / 5-14.14

Example 5.3(11): Smoking Cessation Support / 5-14.15

Example 5.3(12): Techniques That Work in Promoting Engagement / 5-14.16

Example 5.3(13): Easy Ways to Follow Up With Employees / 5-14.17

### 5.4 EVALUATING EMPLOYEE PERFORMANCE / 5-15

(1) Legal Considerations / 5-15

(2) Form Elements / 5-15

Example 5.4(1): Performance Evaluation / 5-16

Example 5.4(2): Performance Review / 5-20

Example 5.4(3): Performance Appraisal Form / 5-21

Example 5.4(4): Performance Review / 5-23

Example 5.4(5): Employee Performance Evaluation for Supervisory Personnel / 5-25

Example 5.4(5.1) Supervisory Personnel Evaluation / 5-28

Example 5.4(6): Performance Assessment and Development Plan for Management/ Professional Staff / 5-32

Example 5.4(6.1): Employee Self-Evaluation / 5-32.4

Example 5.4(6.1.1): Employee Self Appraisal Worksheet for Performance Review / 5-32.6

Example 5.4(6.2): Peer Evaluation / 5-32.8

Example 5.4(7): Management Review: Hospitality / 5-33

Example 5.4(8): Non-profit Performance Review Form / 5-36



## TABLE OF CONTENTS

Example 5.4(9):	Employee Evaluation Form OR Employee Self-Evaluation Form / 5-36.7
Example 5.4(9.1):	Performance Review Form / 5-36.10
Example 5.4(10):	Job Evaluation Requisition / 5-36.16
Example 5.4(11):	Employee Report Form / 5-36.17
Example 5.4(12):	Job Evaluation Program-Supervisor's Report Form / 5-36.18
Example 5.4(13):	Employee's Statement of Goals for Performance Review Meeting / 5-36.20
Example 5.4(14):	Employee Concerns for Performance Review Discussion / 5-36.22
Example 5.4(15):	Employee Response to Performance Appraisal / 5-36.24
Example 5.4(16):	Performance Appraisal Policy – Checklist / 5-36.24-1
Example 5.4(17):	Workplace Expectations / 5-36.24-2
Example 5.4(18):	Assessment of Employee's Management Potential / 5-36.25
Example 5.4(19):	Forecast of Individual's Potential for Promotion / 5-36.26
Example 5.4(20):	Employee's Self-Evaluation for Management Development Program / 5-36.28
Example 5.4(20.1):	Coaching Ideas Most Valued by Employees / 5-36.28-1
Example 5.4(20.2):	General Review of Performance & Potential for Advancement / 5-36.28-2
Example 5.4(20.3):	Specific Performance Review Factors to be Appraised / 5-36.28-3
Example 5.4(21):	Job Bid Promotion Policy Checklist / 5-36.29
Example 5.4(22):	Job Bid Announcement and Interest Form / 5-36.30
Example 5.4(23):	Mentoring: Advisee's Evaluation of Mentor / 5-36.31
5.5	REWARDING EMPLOYEE PERFORMANCE / 5-36.34
(1)	Form Elements / 5-36.34
Example 5.5(1):	Employee Recognition Nomination Form / 5-37
Example 5.5(2):	Letter of Commendation / 5-38
Example 5.5(3):	Nomination for Employee of the Month / 5-38.1
Example 5.5(4):	Characteristics of Effective Employee Recognition / 5-38.3
Example 5.5(5):	Employee Suggestion / 5-38.4
Example 5.5(6):	Employee Suggestion System Rules / 5-38.6
Example 5.5(7):	Employee Suggestion Evaluation / 5-38.8
5.6	DISCIPLINE / 5-39
(1)	Legal Considerations / 5-39
(2)	Form Elements / 5-39
Example 5.6(1):	Work Incident Report / 5-40
Example 5.6(2):	Notice of Investigation / 5-41
Example 5.6(2.1):	Disciplinary Investigation Checklist / 5-42
Example 5.6(3):	Supervisor's Checklist for Taking Disciplinary Action / 5-42.1

- Example 5.6(4): Record of Interview for Taking Disciplinary Action / 5-43
- Example 5.6(5): Record of Interview for Improving Employee Performance / 5-45
- Example 5.6(6): Record of Interview for Maintaining Improved Employee Performance / 5-47
- Example 5.6(7): Record of Interview for Absenteeism Control / 5-49
- Example 5.6(7.1): Absenteeism and Long Term Disability Checklist / 5-50.1
- Example 5.6(8): Disciplinary Notice / 5-51
- Example 5.6(9): Notice of Reprimand / 5-52
- Example 5.6(10): Documentation of Oral Reprimand / 5-53
- Example 5.6(11): Employee Discipline Report / 5-54
- Example 5.6(12): Written Warning / 5-55
- Example 5.6(13): Written Warning Letter for Lateness / 5-56
- Example 5.6(14): Written Warning Letter for Misconduct / 5-57
- Example 5.6(14.1): Warning Letter for Improper Conduct / 5-58
- Example 5.6(15): Written Warning Letter for Poor Performance / 5-58.1
- Example 5.6(15.01): Warning Letter for Poor Performance / 5-58.2
- Example 5.6(15.1): Disciplinary Warning Letter / 5-59
- Example 5.6(16): Disciplinary Warning Notice / 5-60
- Example 5.6(17): Corrective Action Plan / 5-61
- Example 5.6(17.1): Effective Corrective Action Plan Checklist / 5-62
- Example 5.6(18): Discipline Checklist / 5-62.1
- Example 5.6(19): Checklist for Taking Disciplinary Action / 5-62.2
- Example 5.6(20): Unacceptable Behaviour Leading to Discipline / 5-62.4
- Example 5.6(21): Acknowledgement of Interpretation/Translation of Employee Meeting / 5-62.5
- Example 5.6(22): Difficult Conversations / 5-62.6

## 5.7 ORGANIZATIONAL CHANGE / 5-63

- (1) Form Elements / 5-63
- Example 5.7(1): Managing a Change Initiative / 5-64
- Example 5.7(2): Roles in the Change Process / 5-65
- Example 5.7(3): Succession Plan Factors to Consider / 5-67
- Example 5.7(4): Identifying Levels of Employment Engagement / 5-68
- Example 5.7(5): Evaluating Succession Program Effectiveness / 5-70
- Example 5.7(6): Blueprint for Successful Succession Planning / 5-71
- Example 5.7(7): Manager Performance Report Card / 5-72

## CHAPTER 6: HUMAN RESOURCES ADMINISTRATION

### 6.1 EMPLOYEE CHANGE FORMS / 6-1

- (1) Form Elements / 6-1

## TABLE OF CONTENTS

Example 6.1(1):	Position Authorization / 6-3
Example 6.1(2):	Personnel Change / 6-4.1
Example 6.1(3):	Personnel Action Form / 6-5
Example 6.1(4):	Personnel Action Form / 6-7
Example 6.1(5):	Personnel Change Approval Form / 6-8
Example 6.1(6):	Employee Notice of Change in Personnel Data / 6-10
Example 6.1(7):	Employee Payroll Information Profile / 6-10.2
Example 6.1(7.1):	Employee File Set-Up / 6-10.2(1)
Example 6.1(8):	Direct Deposit Form / 6-10.2(2)
Example 6.1(9):	Changes in Employee Information / 6-10.3
Example 6.1(10):	Wage Garnishment Policy – Checklist / 6-10.4
Example 6.1(11):	Transfer Request Form / 6-10.5
Example 6.1(12):	Payroll Administration / 6-10.6
Example 6.1(13):	Cost-Saving Payroll Recordkeeping Ideas / 6-10.7
Example 6.1(14):	Recording Work Hours / 6-10.8
Example 6.1(15):	Recruiting Source Analysis / 6-10.9
Example 6.1(16):	Request for Time Off Form / 6-10.10
Example 6.1(17):	Computer Set-Up Request Form / 6-10.11
Example 6.1(18):	Facilities Request Form / 6-10.13
6.2 ATTENDANCE RECORDS / 6-11	
(1) Legal Considerations / 6-11	
(2) Form Elements / 6-11	
Example 6.2(1):	Bi-weekly Attendance Report / 6-12
Example 6.2(2):	Weekly Time Report / 6-13
Example 6.2(3):	Employee Attendance Record / 6-14
Example 6.2(4):	Employee Absent/Late Report / 6-15
Example 6.2(5):	Report of Absence / 6-16
Example 6.2(6):	Attendance/Absence Checklist / 6-16.01
Example 6.2(7):	Absence Request Form / 6-16.02
Example 6.2(8):	Supervisor’s Absence Report / 6-16.03
Example 6.2(9):	Sick Leave Form / 6-16.04
Example 6.2(10):	Paid Leave Application / 6-16.05
6.3 EMERGENCY CONTACT / 6-16.1	
(1) Form Elements / 6-16.1	
Example 6.3(1):	Emergency Contact Information / 6-16.2
Example 6.3(2):	Emergency Contact Form / 6-17

6.4 EXPENSE REPORTS AND CHEQUE REQUEST FORMS / 6-18

(1) Form Elements / 6-18

- Example 6.4(1): Expense Report / 6-19
- Example 6.4(2): Employee Expense Report / 6-21
- Example 6.4(3): Expense Account Form / 6-23
- Example 6.4(3.1): Expense Report / 6-24.1
- Example 6.4(4): Request for Accounts Payable Cheque / 6-25
- Example 6.4(5): Cash Advance Acknowledgement / 6-26
- Example 6.4(6): Overnight Pet Care Expense Claim Form / 6-26.1
- Example 6.4(7): MIS Call-in Allowance Approval Form / 6-26.2

6.5 TUITION REFUND / 6-26.3

(1) Form Elements / 6-26.3

- Example 6.5(1): Application for Educational Assistance / 6-27
- Example 6.5(2): Application for Tuition Waiver / 6-29
- Example 6.5(3): Application for Employee Tuition Assistance / 6-30
- Example 6.5(4): Education Assistance/Tuition Reimbursement / 6-30.1

6.6 INTERNET AGREEMENTS / 6-31

(1) Legal Considerations / 6-31

(2) Form Elements / 6-31

- Example 6.6(1): Internet Policy and Standard Agreement / 6-32
- Example 6.6(2): E-mail Consent Form / 6-34
- Example 6.6(3): Internet Use and E-Mail Consent Agreement / 6-34.1
- Example 6.6(4): Guidelines for IBM Bloggers: Executive Summary / 6-34.2
- Example 6.6(5): User Declaration – Internet Use / 6-34.3

6.7 CONFLICT OF INTEREST AND CONFIDENTIALITY / 6-35

(1) Legal Considerations / 6-35

(2) Form Elements / 6-35

- Example 6.7(1): Conflict of Interest — Statement of Disclosure / 6-36
- Example 6.7(2): Conflict of Interest and Confidentiality Acknowledgment / 6-37
- Example 6.7(2.1): Conflict of Interest Declaration / 6-40
- Example 6.7(3): Statement Respecting Confidentiality / 6-40.01
- Example 6.7(4): Confidentiality Agreement / 6-40.1
- Example 6.7(4.1): Confidentiality of Company Information / 6-40.2
- Example 6.7(5): Employee Confidentiality & Privacy Policy  
Acknowledgment / 6-40.3
- Example 6.7(6): Secrecy & Non-competition Covenant / 6-40.4-1
- Example 6.7(7): Invention Covenant / 6-40.5

## TABLE OF CONTENTS

Example 6.7(8):	Non-Competition Agreement / 6-40.6
Example 6.7(9):	Non-Solicitation Agreement / 6-40.9
6.8	FLEXIBLE WORK ARRANGEMENTS / 6-40.12
(1)	Legal Considerations / 6-40.12
(2)	Form Elements / 6-40.12
Example 6.8(1):	Flexible Work Arrangements — Checklist for a Basic Proposal / 6-41
Example 6.8(1.1):	Guidelines for Implementing a Flexible Work Policy / 6-42.1
Example 6.8(1.2):	Evaluating the Impact of Flexible Work Arrangements / 6-42.2
Example 6.8(1.3):	Flexible Work Arrangements: Successful Implementation Principles / 6-42.3
Example 6.8(1.4):	Flexible Work Arrangement Acknowledgment Form / 6-42.4
Example 6.8(1.5):	Key Points in Developing a Flexible Work Schedule Policy / 6-42.5
Example 6.8(1.6):	Benefits of Flexible Staffing: Contingency Workers / 6-42.6
Example 6.8(1.7):	Tips for Employers Working with Staffing Agencies / 6-42.7
Example 6.8(2):	Work Sharing Agreement / 6-43
Example 6.8(3):	Summer Hours Guideline / 6-47
Example 6.8(4):	Application for Compressed Hours of Work / 6-48
Example 6.8(5):	Compressed Work Week (CWW) Agreement / 6-50
Example 6.8(5.1):	Application for Compressed Hours of Work / 6-52
Example 6.8(5.2):	Hours of Work Schedule – Management Staff / 6-52.1
Example 6.8(6):	Telework Checklist / 6-52.2
Example 6.8(7):	Designing and Implementing Flexible Work Options Checklist / 6-52.3
Example 6.8(8):	Job Requirements to Determine if Teleworking is a Suitable Work Arrangement / 6-52.5
Example 6.8(9):	Telework Policy Checklist / 6-52.6
Example 6.8(10):	Tips for Creating an Effective Home Office / 6-52.6-1
Example 6.8(11):	Telework Agreement Checklist / 6-52.7
Example 6.8(12):	Working from Home - Occasional / 6-52.8
Example 6.8(13):	Telework Proposal Form / 6-52.9
6.9	EMPLOYEE CONSENT FORMS / 6-52.12
(1)	Legal Considerations / 6-52.12
(2)	Form Elements / 6-52.12
Example 6.9(1):	Employee Consent to Release Employment Information / 6-53
Example 6.9(1.1):	Consent for Reference Check for Employment Application / 6-54
Example 6.9(2):	Employee Consent to Release Medical Records / 6-54.1
Example 6.9(3):	Employee Consent Form for Release of Information / 6-54.2
Example 6.9(4):	Fraud/Dishonesty Policy Acknowledgment / 6-54.3
Example 6.9(5):	Acknowledgment - Conditions of Employment / 6-54.4
Example 6.9(6):	Employee Handbook Receipt Acknowledgement / 6-54.5

Example 6.9(7): Acknowledgement Form for Consultants/Independent Contractors / 6-54.6

Example 6.9(8): Email Consent Form / 6-54.7

#### 6.10 RECORD KEEPING / 6-55

(1) Legal Considerations / 6-55

(2) Form Elements / 6-55

Example 6.10(1): Record Keeping Practices Checklist / 6-56

Example 6.10(2): Employee Records — Creation of a File / 6-58

Example 6.10(3): Personnel Record Card / 6-58.1

Example 6.10(4): Personnel File Checklist / 6-58.2

Example 6.10(5): Employee Verification of Personnel Data / 6-58.4

Example 6.10(6): Personal Record / 6-58.5

Example 6.10(7): New Employee Set-Up Checklist / 6-58.6

#### 6.11 PROFESSIONAL AND CLUB MEMBERSHIPS / 6-59

(1) Legal Considerations / 6-59

(2) Form Elements / 6-59

Example 6.11(1): Application for Payment of Membership Fees / 6-60

#### 6.12 VOLUNTEER MANAGEMENT / 6-61

(1) Legal Considerations / 6-61

(2) Form Elements / 6-61

Example 6.12(1): Volunteer Rights and Responsibilities / 6-62

Example 6.12(2): Volunteer Award Recognition / 6-63

#### 6.13 VOLUNTEER APPLICATION FORM / 6-64

(1) Legal Considerations / 6-64

(2) Form Elements / 6-64

Example 6.13(1): Volunteer Application Form / 6-65

#### 6.14 PRIVACY ISSUES / 6-69

(1) Legal Considerations / 6-69

(2) Form Elements / 6-69

Example 6.14(1): Privacy Complaint Form / 6-70

Example 6.14(2): Notice to Employees Regarding Collection, Use and Disclosure of Employee Personal Information / 6-74

Example 6.14(3): Outsourcing/Transferring Personal Information Across Borders - Checklist / 6-77

## TABLE OF CONTENTS

### 6.15 HUMAN RESOURCES POLICIES AND PROCEDURES / 6-78

#### (1) Form Elements / 6-78

- Example 6.15(1): HR Policy/Management Areas to Consider for Formal Policies and Procedures - Checklist / 6-79
- Example 6.15(2): Policy Implementation Checklist / 6-85
- Example 6.15(3): Human Resources Policies & Practices Identification / 6-88
- Example 6.15(4): Human Resources Committee Policy Worksheet / 6-89
- Example 6.15(5): Policy Manual Revision Transmittal Sample Memo / 6-90
- Example 6.15(6): Benefits of a Human Resources Policy Manual / 6-91
- Example 6.15(7): Twelve Tips for Better Readability of Your Human Resources Policy Manual / 6-92
- Example 6.15(8): Checklist of Sections to Include in Employment Policies / 6-92.1
- Example 6.15(9): Steps for Writing Policies and Procedures / 6-92.2

### 6.16 VOLUNTEERING AND CORPORATE PHILANTHROPY / 6-93

#### (1) Form Elements / 6-93

- Example 6.16(1): Request for Paid Volunteer Days / 6-94
- Example 6.16(2): Checklist for Volunteer Days / 6-96

### 6.17 EMPLOYEE HANDBOOKS / 6-97

- Example 6.17(1): Why Have an Employee Handbook? / 6-98
- Example 6.17(2): Goals and Objectives of an Employee Handbook / 6-99
- Example 6.17(3): Characteristics of An Effective Employee Handbook / 6-100
- Example 6.17(4): Considerations for an Employee Handbook / 6-102
- Example 6.17(5): Tips for Communicating Your Employee Handbook / 6-107
- Example 6.17(6): Checklist for Updating Your Employee Handbook / 6-108
- Example 6.17(7): Communicating Changes to Your Employee Handbook / 6-109
- Example 6.17(8): Sign-Off Example / 6-110
- Example 6.17(9): Employee Handbook Development / 6-111

## **CHAPTER 7: SALARY AND BENEFITS ADMINISTRATION**

### 7.1 SALARY RANGE MODELS / 7-1

#### (1) Form Elements / 7-1

- Example 7.1(1): Types of Salary Structures / 7-2
- Example 7.1(2): Traditional Salary Structures / 7-2.1
- Example 7.1(3): Salary Range Structure / 7-2.3
- Example 7.1(4): Broadband Structure / 7-2.4
- Example 7.1(5): Step Increase Plan —Set Percentage / 7-2.5
- Example 7.1(6): Step Increase Plan — Variable Percentage / 7-2.6

Example 7.1(7): Step Increase Plan (CBA) / 7-2.7

## 7.2 JOB EVALUATION/CLASSIFICATION / 7-3

### (1) Form Elements / 7-3

Example 7.2(1): Matrix of Job Evaluation Factors / 7-4

Example 7.2(2): Job Evaluation Requisition / 7-6

Example 7.2(3): Supervisor's Report Form / 7-7

Example 7.2(4): Employee Report Form / 7-11

Example 7.2(5): Position Classification Questionnaire Form / 7-14

Example 7.2(6): Request for Reclassification / 7-17

Example 7.2(7): Job Analysis Questionnaire / 7-18

## 7.3 OVERTIME / 7-19

### (1) Form Elements / 7-19

Example 7.3(1): Minimum Employment Standards Legislation / 7-20

Example 7.3(2): Request to Approve Overtime / 7-20.1

Example 7.3(2.1): On Call Allowance Form / 7-20.2

Example 7.3(3): Controlling Overtime: Tips / 7-20.3

Example 7.3(4): Overtime Pay Policy Checklist / 7-20.4

## 7.4 INSURANCE CLAIM FORMS / 7-21

### (1) Form Elements / 7-21

Example 7.4(1): Extended Health Care Claim / 7-22

Example 7.4(2): Dental Claim / 7-24

## 7.5 ENROLLMENT FORM / 7-26

### (1) Form Elements / 7-26

Example 7.5(1): Hourly Insurance Enrollment Form / 7-27

## 7.6 BENEFITS SUMMARY AND TRACKING / 7-28

### (1) Form Elements / 7-28

Example 7.6(1): Benefits Summary / 7-29

Example 7.6(2): Income Replacement Benefits Planning Matrix / 7-30.1

Example 7.6(3): Income Replacement Benefits Planning Matrix —  
Non Disability / 7-30.2

Example 7.6(4): Benefits Options Checklist / 7-30.3

Example 7.6(4.1): Total Rewards Package Components / 7-30.6-1

Example 7.6(5): Eligibility for Corporate Benefits Plan / 7-30.7

Example 7.6(6): Taxable Benefits Checklist / 7-30.8

Example 7.6(7): E.A.P. Programs - Typical Services / 7-30.9



## TABLE OF CONTENTS

Example 7.6(7.1):	Employee Assistance Program Procedures / 7-30.10
Example 7.6(8):	XYZ Matching Gift Form / 7-30.10-1
Example 7.6(9):	Sample Perk Planning Process / 7-30.11
Example 7.6(10):	Announcement of Profit Sharing Bonus / 7-30.12
Example 7.6(11):	Wellness Programs / 7-30.13
7.7	CO-ORDINATION OF BENEFITS / 7-30.14
(1)	Form Elements / 7-30.14
Example 7.7(1):	Co-ordination of Benefits / 7-31
7.7.1	BENEFITS INTRODUCTIONS / 7-32
(1)	Form Elements / 7-32
Example 7.7.1(1):	Employer Considerations Re: Implementing a Group Tax Free Savings Account (TFSA) / 7-32.1
7.8	VACATION FORMS / 7-32.2
(1)	Form Elements / 7-32.2
Example 7.8(1):	Minimum Employment Standards — Vacation / 7-33
Example 7.8(2):	Notice of Vacation/Advance Pay / 7-34
Example 7.8(3):	Vacation Request Form / 7-35
Example 7.8(4):	Vacation Record / 7-36
Example 7.8(5):	Vacation Policy – Checklist / 7-36.1
7.9	PURCHASE AGREEMENTS / 7-37
(1)	Legal Considerations / 7-37
(2)	Form Elements / 7-37
Example 7.9(1):	Employee Purchase Agreement / 7-38
7.10	LEAVES OF ABSENCE / 7-39
(1)	Form Elements / 7-39
Example 7.10(1):	Request for Leave of Absence / 7-40
Example 7.10(1.1):	Leave of Absence Application / 7-40.1
Example 7.10(2):	Personal Leave of Absence without Pay for Over Three Months / 7-41
Example 7.10(3):	Request for Time Off / 7-42.1
Example 7.10(4):	Paid Leaves of Absence-Policy and Procedures / 7-42.2
Example 7.10(5):	Paid Leaves of Absence-File Review / 7-42.3
Example 7.10(6):	Paid Leaves of Absence- Reinstatement / 7-42.4
Example 7.10(7):	Self-Funded Leaves of Absence (Salary Deferral) — Checklist / 7-42.5
Example 7.10(8):	Report of Jury Duty Pay / 7-42.6
Example 7.10(9):	Notice of Financial Hardship if Employee Serves on Jury Duty / 7-42.7

- Example 7.10(10): Notice of Military/Reservist Service / 7-42.8
- Example 7.10(11): Certificate of Entrance into Military/Reservist Service / 7-42.9
- Example 7.10(12): Application for Re-employment Following Military/Reservist Leave / 7-42.10
- Example 7.10(13): Certificate of Return From Military/Reservist Leave / 7-42.11
- Example 7.10(14): Employee's Notice of Intent Not to Return to Employment Following Military/Reservist Leave / 7-42.12
- Example 7.10(15): Checklist for a Bereavement/Funeral Leave Policy / 7-42.13

#### 7.10.1 SICK LEAVE / 7-42.14

- (1) Form Elements / 7-42.14
- Example 7.10.1(1): Sick Leave - File Review / 7-42.15
- Example 7.10.1(2): Checklist for Sick Leave Policy / 7-42.16

#### 7.11 DISABILITY RECORDS / 7-43

- (1) Legal Considerations / 7-43
- (2) Form Elements / 7-43
- Example 7.11(1): Short-term Disability Record / 7-44
- Example 7.11(2): Short-term Disability Insurance Claim / 7-44.1

#### 7.12 PREGNANCY, PARENTAL AND ADOPTION LEAVE / 7-45

- (1) Legal Considerations / 7-45
- (2) Form Elements / 7-45
- Example 7.12(1): Minimum Employment Standards Legislation — Pregnancy/Parental Leave / 7-46
- Example 7.12(2): Application for Pregnancy/Parental Leave of Absence / 7-47

#### 7.13 COMPANY VEHICLE INFORMATION / 7-49

- (1) Form Elements / 7-49
- Example 7.13(1): Vehicle Purchase Form / 7-50
- Example 7.13(2): Vehicle Lease Protocol / 7-51
- Example 7.13(3): Vehicle Use Policy – Checklist / 7-53

#### 7.14 SALARY AND WAGE INCREASES / 7-54

- (1) Form Elements / 7-54
- Example 7.14(1): Merit Increase Decision Matrix / 7-55
- Example 7.14(2): Salary Review / 7-56
- Example 7.14(3): Cost of Living Adjustment (COLA) Increase Letter — Salary Employee / 7-58

## TABLE OF CONTENTS

Example 7.14(4):	Cost of Living Adjustment (COLA) Increase Letter — Hourly Employee / 7-59
Example 7.14(5):	Merit Increase Letter — Salary Employee / 7-60
Example 7.14(6):	Merit Increase Letter — Hourly Employee / 7-61
Example 7.14(7):	Market Adjustment Increase Letter — Salary Employee / 7-62
Example 7.14(8):	Market Adjustment Increase Letter — Hourly Employee / 7-63
Example 7.14(9):	No Wage Increase Letter / 7-64
7.15	VARIABLE PAY DECISIONS AND COMMUNICATIONS / 7-65
(1)	Form Elements / 7-65
Example 7.15(1):	Bonus Incentive Policy — Checklist / 7-66
Example 7.15(2):	Incentive Pay Letter / 7-67
Example 7.15(3):	Bonus Pay Letter / 7-68
7.16	GROUP RSP DEDUCTIONS CHANGE FORMS / 7-69
(1)	Form Elements / 7-69
Example 7.16(1):	Begin/Resume Regular Group RSP Payroll Deductions / 7-70
Example 7.16(2):	Change Regular Group RSP Payroll Deductions / 7-71
Example 7.16(3):	One-Time Group RSP Payroll Deduction / 7-72
Example 7.16(4):	End Group RSP Payroll Deductions / 7-73
7.17	COMPENSATION SALARY TRACKING MODELS / 7-74
(1)	Form Elements / 7-74
Example 7.17(1):	Market-based Approach to Compensation Profile Comparison / 7-75
Example 7.17(2):	Wage Survey — Hourly Workers / 7-76
Example 7.17(3):	Monitoring Compensation Levels: Composition Profile — Expenditure and Participation / 7-78
Example 7.17(4):	Salary Data by Position / 7-79
<b>CHAPTER 8: TERMINATION</b>	
8.1	TERMINATION PROCESS GUIDELINES / 8-1
(1)	Legal Considerations / 8-1
(2)	Form Elements / 8-2
Example 8.1(1):	Process for Terminating an Employee / 8-3
Example 8.1(1.1):	Involuntary Separation/Termination / 8-4
Example 8.1(1.1.1):	Rules of Conduct & Consequences / 8-6.1
Example 8.1(1.1.2):	Workplace Expectations / 8-6.2
Example 8.1(1.1.3):	Rules & Regulations: Expectations / 8-6.3
Example 8.1(1.2):	Employment Terminations / 8-6.4

BEST PRACTICES — HUMAN RESOURCES FORMS TOOLKIT

- Example 8.1(2): Termination Procedures / 8-6.6
- Example 8.1(2.1): Separation Notice Checklist / 8-6.8
- Example 8.1(2.2): Abandonment of Position Checklist / 8-6.10
- Example 8.1(2.3): Abandonment of Position Letter / 8-6.11
- Example 8.1(3): Discipline and Dismissal — Checklist Procedure / 8-6.12
- Example 8.1(3.1): Termination Action Checklist / 8-6.14
- Example 8.1(3.2): Employee Termination/Exits — Policy & Procedures Checklist / 8-6.16
- Example 8.1(3.3): Employee Termination Report / 8-6.17
- Example 8.1(3.4): Discipline Checklist: Considerations Before Disciplining Employees / 8-6.19
- Example 8.1(3.4.1): Counselling Report / 8-6.20
- Example 8.1(3.4.2): Follow-Up Report on Plan for Improvement / 8-6.22
- Example 8.1(3.4.3): Considerations for Disciplinary Rules and Procedures Policy / 8-6.23
- Example 8.1(3.4.4): Dismissal Checklist / 8-6.24
- Example 8.1(4): Documentation of Oral Reprimand / 8-6.25
- Example 8.1(4.1): Discipline: Record of Written Warning / 8-6.26
- Example 8.1(4.1.1): Corrective Action – Steps / 8-6.27
- Example 8.1(4.1.2): Discipline: Verbal Correction Report / 8-6.28
- Example 8.1(4.1.3): Discipline: Written Warning Letter / 8-6.30
- Example 8.1(4.1.4): Warning Letter for Improper Conduct / 8-6.32
- Example 8.1(4.1.5): Warning Letter for Poor Performance / 8-6.33
- Example 8.1(4.2): Discipline: Decision-Making Leave / 8-6.35
- Example 8.1(4.3): Discipline: Review Following Decision-Making Leave / 8-6.36
- Example 8.1(4.3.1): Avoiding Constructive Dismissal When Using Suspensions / 8-6.37
- Example 8.1(4.4): Notice of Dismissal / 8-6.38
- Example 8.1(4.5): Discipline: Notice of Summary Dismissal / 8-6.39
- Example 8.1(4.6): Termination Notice for Unexplained Absence / 8-6.41
- Example 8.1(5): Notice of Investigation / 8-6.42
- Example 8.1(6): Employee Discipline Report / 8-6.44
- Example 8.1(6.1): Discipline Record / 8-6.45
- Example 8.1(6.2): Employee Personal Work Incident Report / 8-6.46
- Example 8.1(7): Termination Checklist Due to Physical Disability / 8-6.47
- Example 8.1(8): Termination/Severance Payment Confirmation Form / 8-6.48
- Example 8.1(9): Termination Pay Advice / 8-6.49
- Example 8.1(10): Retiring Allowance Direct Transfer Form / 8-6.50

8.2 EMPLOYMENT STANDARDS GUIDELINES / 8-7

- EXAMPLE 8.2(1): Chart of Statutory Termination Notice and Severance Pay Requirements / 8-8
- Example 8.2(2): Chart of Statutory Group Termination Notice Requirements / 8-10.1

## TABLE OF CONTENTS

- 8.3 REASONABLE NOTICE GUIDELINES / 8-11
  - (1) Legal Considerations / 8-11
  - (2) Form Elements / 8-11
  - Example 8.3(1): Guidelines for Termination Notice / 8-12
  - Example 8.3(2): Termination Due to Business Change / 8-12.1
  - Example 8.3(3): Group Reductions/Downsizing: Schedule of Critical Activities / 8-12.2
  - Example 8.3(4): Planning for Downsizing – Management’s Role / 8-12.4
  - Example 8.3(5): Statement to Employees – Closure of Plant / 8-12.6
  - Example 8.3(6): Statement to Employees Personally Impacted by Closure of Plant / 8-12.7
  
- 8.4 JUST CAUSE CHECKLIST / 8-13
  - (1) Legal Considerations / 8-13
  - (2) Form Elements / 8-13
  - Example 8.4(1): Just Cause Checklist / 8-14
  
- 8.5 TERMINATION — NOT JUST CAUSE / 8-16
  - (1) Legal Considerations / 8-16
  - (2) Form Elements / 8-16
  - Example 8.5(1): Termination Letter — Termination without Just Cause / 8-17
  - Example 8.5 (1.1): Termination Letter - No Cause / 8-18.01
  - Example 8.5(2): Dismissal Letter / 8-18.1
  - Example 8.5(3): Employee Lay-Off / 8-18.2
  - Example 8.5(4): Employee Resignation / 8-18.3
  - Example 8.5(5): Innocent Absenteeism / 8-18.4
  - Example 8.5(6): Manager’s Checklist Re: Excessive Absenteeism / 8-18.5
  - Example 8.5(7): Follow Up Letter-Excessive Absenteeism / 8-18.6
  - Example 8.5(8): Communicating Termination to Others / 8-18.7
  - Example 8.5(9): Frustration of the Contract Chart / 8-18.8
  
- 8.6 TERMINATION LETTER — JUST CAUSE OR POSSIBLE JUST CAUSE / 8-19
  - (1) Legal Considerations / 8-19
  - (2) Form Elements / 8-19
  - Example 8.6(1): Termination Letter — Termination for Just Cause / 8-21
  - Example 8.6(2): Termination Letter — Termination with Possible Just Cause / 8-22
  - Example 8.6(3): Termination Letter Reserving Ground of Just Cause / 8-22.1
  
- 8.7 RESIGNATION / 8-23
  - (1) Legal Considerations / 8-23

(2) Form Elements / 8-23

Example 8.7(1): Resignation Form / 8-24

Example 8.7(2): Communicating Resignation to Others / 8-25

Example 8.7(3): Voluntary Resignation Form / 8-26

8.7.1 RETIREMENT / 8-27

(1) Legal Considerations / 8-27

(2) Form Elements / 8-27

Example 8.7.1(1): Voluntary Resignation / 8-28

Example 8.7.1(2): Approval Letter: Employee's Application to Retire / 8-28.1

Example 8.7.1(3): Voluntary Early Option Survey / 8-28.2

Example 8.7.1(4): Early Retirement Survey / 8-28.3

Example 8.7.1(5): General Guidelines: Conducting and Documenting Exit Interview for Retiring Employee / 8-28.4

Example 8.7.1(6): Employee Retirement Planning Checklist / 8-28.5

Example 8.7.1(7): Employee Retirement Living Expenses Summary / 8-28.6-1

Example 8.7.1(8): Employee Retirement: Attitude Assessment / 8-28.6-4

Example 8.7.1(9): Early Retirement Determination Scale / 8-28.6-5

Example 8.7.1(10): Employee Retirement Checklist / 8-28.6-7

Example 8.7.1(11): Communicating Retirement to Others / 8-28.6-8

8.7.2 DEATH OF EMPLOYEE / 8-28.6-9

(1) Form Elements / 8-28.6-9

Example 8.7.2(1): Employee Death Checklist / 8-28.6-10

8.8 EXIT CHECKLIST / 8-28.6-11

(1) Form Elements / 8-28.6-11

Example 8.8(1): Exit Checklist / 8-28.6-12

Example 8.8(2): Post-termination Checklist / 8-28.6-14

Example 8.8(2.1): Employee Exit Interview Form / 8-28.6-15

Example 8.8(3): Return of Property / 8-28.6-16

Example 8.8(3.1): Return of Advanced Expense Monies / 8-28.6-17

Example 8.8(4): Termination Checklist / 8-28.6-18

Example 8.8(4.1): Termination Considerations for Line Managers / 8-28.6-21

Example 8.8(4.2): Termination Considerations Checklist for Managers / 8-28.6-23

Example 8.8(5): Termination Checklist / 8-28.6-25

Example 8.8(5.1): Restrictive Covenant Factors / 8-28.6-28

Example 8.8(6): Termination of Employment Record / 8-28.7

Example 8.8(6.1): Record of Employment (ROE) / 8-28.9

Example 8.8(7): End of Employment Contract Checklist / 8-28.8

## TABLE OF CONTENTS

- Example 8.8(8): Involvement of Payroll in Termination Administration / 8-28.10
- Example 8.8(9): Final Pay Checklist / 8-28.11
- Example 8.8(10): Recovery of Assets/Payments Before Termination / 8-28.12
- 8.9 EXIT INTERVIEW/SURVEY — EMPLOYEE / 8-28.13
  - (1) Form Elements / 8-28.13
  - Example 8.9(1): Exit Interview Form / 8-29
  - Example 8.9(2): Interview Questionnaire / 8-31
  - Example 8.9(3): Exit Survey / 8-33
  - Example 8.9(4): Termination Questionnaire / 8-35
  - Example 8.9(5): Termination Report / 8-36
  - Example 8.9(6): Post-exit Survey / 8-38
  - Example 8.9(7): Exit Interview / 8-40.1
  - Example 8.9(8): Exit Interview / 8-40.3
  - Example 8.9(9): Record of Exit Interview: Voluntary Resignation / 8-40.5
  - Example 8.9(10): Employee Exit Interview: Voluntary Termination / 8-40.10
  - Example 8.9(11): Employee Exit Interview Form / 8-40.12
- 8.10 EXIT INTERVIEW/SURVEY — MANAGER / 8-41
  - (1) Legal Considerations / 8-41
  - (2) Form Elements / 8-41
  - Example 8.10(1): Termination Report by Manager / 8-42
  - Example 8.10(2): Sample Letter to Terminated Employees RE: Post Exit Survey / 8-43
- 8.11 RELEASE / 8-44
  - (1) Legal Considerations / 8-44
  - (2) Form Elements / 8-44
  - Example 8.11(1): Final Release / 8-45
  - Example 8.11(2): Sample Letter: Final Release and Indemnity / 8-46
  - Example 8.11(3): Short Form Release / 8-47
  - Example 8.11(4): Long Form Release / 8-48
  - Example 8.11(5): Termination Letter With Clawback Provision / 8-49
- 8.12 DATA CHECKLIST FOR LEGAL COUNSEL / 8-50
  - (1) Form Elements / 8-50
  - Example 8.12(1): Data Checklist for Legal Counsel / 8-51
  - Example 8.12(2): Employee Data Checklist for Legal Counsel / 8-53
- 8.13 SEVERANCE / 8-54
  - (1) Legal Considerations / 8-54

- Example 8.13(1): Types of Severance Plans / 8-55
- Example 8.13(2): Payment of Severance / 8-57
- Example 8.13(3): Severance Payment Confirmation Form / 8-59
- Example 8.13(4): Retiring Allowance Direct Transfer Form / 8-60

## **CHAPTER 9: COMPETENCY FRAMEWORK**

### 9.1 INTRODUCTION TO COMPETENCY FRAMEWORKS / 9-3

### 9.2 BEHAVIOURAL AND SKILLS-BASED COMPETENCIES / 9-6

### 9.3 WHY USE COMPETENCIES? / 9-8

### 9.4 ANATOMY OF A COMPETENCY FRAMEWORK / 9-9

### 9.5 CREATING YOUR OWN COMPETENCY FRAMEWORK / 9-10

- Example 9.5(1): How to Create a Competency Framework / 9-10

### 9.6 EDITING AND UPDATING A COMPETENCY DICTIONARY / 9-13

### 9.7 CRITICISMS OF COMPETENCY FRAMEWORKS / 9-14

### 9.8 THINKING COMPETENCIES / 9-15

- Example 9.8(1): Problem Solving Competency / 9-15
- Example 9.8(2): Innovation Competency / 9-16
- Example 9.8(3): Judgment and Decision Making Competency / 9-17

### 9.9 COPING COMPETENCIES / 9-18

- Example 9.9(1): Managing Change Competency / 9-18
- Example 9.9(2): Negotiation and Conflict Management Competency / 9-19

### 9.10 REPRESENTING AND PROMOTING COMPETENCIES / 9-20

- Example 9.10(1): Influence and Persuasion Competency / 9-20
- Example 9.10(2): Customer Service Competency / 9-21
- Example 9.10(3): Courage and Confidence Competency / 9-22

### 9.11 SELF-MANAGEMENT COMPETENCIES / 9-23

- Example 9.11(1): Accuracy and Attention to Detail Competency / 9-23
- Example 9.11(2): Teamwork Competency / 9-24



## TABLE OF CONTENTS

Example 9.11(3):	Time Management and Prioritization Competency / 9-25
9.12	BUSINESS SKILLS / 9-26
Example 9.12(1):	Business Acumen Competency / 9-26
Example 9.12(2):	Financial Management and Accountability Competency / 9-27
Example 9.12(3):	Strategic Orientation Competency / 9-28
Example 9.12(4):	Project Management Competency / 9-29
Example 9.12(5):	Managing Information Competency / 9-30
9.13	COMMUNICATION SKILLS / 9-31
Example 9.13(1):	Written Communications Competency / 9-31
Example 9.13(2):	Verbal Communications Competency / 9-32
Example 9.13(3):	Bilingualism Competency / 9-33
9.14	MANAGEMENT SKILLS / 9-34
Example 9.14(1):	Leadership and Supervision Competency / 9-34
Example 9.14(2):	Employee Development Competency / 9-35
9.15	PROFESSIONAL AND TECHNICAL SKILLS / 9-36
Example 9.15(1):	Computer Skills Competency / 9-36
Example 9.15(2):	Technical and Professional Expertise Competency / 9-37
9.16	REFERENCES AND RESOURCES FOR FURTHER READING / 9-38

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

10.1	EQUITY IN PAY / 10-2
Example 10.1(1):	Pay Equity Legislation Table / 10-3
Example 10.1(2):	Guidelines for Conducting a Pay Equity Review / 10-5
Example 10.1(3):	Calculating Compensation for Pay Comparisons / 10-6
Example 10.1(4):	Employee Types / 10-9
Example 10.1(5):	Determining Job Gender / 10-12
Example 10.1(6):	Calculating Gender Predominance / 10-12
Example 10.1(7):	Historical Incumbency Record / 10-16
Example 10.1(7.1):	Historical Incumbency by Job / 10-17
Example 10.1(8):	Occupational Gender Stereotyping / 10-18
Example 10.1(9):	Determining the Job Rate / 10-19
Example 10.1(10):	Conducting the Pay Equity Analysis / 10-21
Example 10.1(11):	Pay Equity Adjustments / 10-22
Example 10.1(12):	Notice to Employees About Pay Equity / 10-24

Example 10.1(13): Checklist for the Annual Pay Equity Report / 10-24.1

10.2 DIVERSITY / 10-24.2

Example 10.2(1): Leveraging Diversity: Tips / 10-25

Example 10.2(2): Diversity Action Steps to Become “Employer of Choice” for Visible Minorities / 10-26

Example 10.2(3): Human Rights/Race Relations Policy Elements / 10-27

Example 10.2(4): Diversity Tips / 10-28

10.3 EMPLOYMENT EQUITY / 10-29

Example 10.3(1): Employment Equity Policy Checklist / 10-30

Example 10.3(2): Checklist of Designated and Disadvantaged Groups / 10-31

Example 10.3(3): Self-Identification Form / 10-32

Example 10.3(3.1): Employee Self-Identification Form / 10-34

Example 10.3(4): Candidate Self-Declaration Form / 10-38

Example 10.3(5): Workforce Data Analysis / 10-41

Example 10.3(5.1): Workforce Analysis with Target Representation / 10-50

Example 10.3(6): Pay Analysis / 10-52

Example 10.3(7): Candidate Data Analysis / 10-53

Example 10.3(8): Review of Employment Practices / 10-55

**INDEX / I-1**