



PERSONNEL POLICY AND PROCEDURES

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PERSONNEL POLICY AND PROCEDURES

POLICY

Commonwealth Sport Canada (CSC) operations are based upon its Strategic Plan and Annual Work Plan including key performance indicators.

CSC's most valuable resource is the hard-working, energetic people who comprise its staff (employees & contractors). They shall be dealt with fairly, ethically, honestly and respectfully. CSC shall seek to provide a stable, safe, healthy, positive, fun, work environment, empowering staff to reach their full potential.

To support the safe, healthy, positive and fun environment, CSC will expect all staff to undergo an Enhanced Police Records Check (E-PIC) initiated by CSC and to complete the mandatory training for Harassment, Discrimination and Bullying.

CSC shall endeavour to offer salaries that are competitive in the not for profit sport and related labour market and provide an appropriate benefits package that is best suited to the security of its staff.

CSC shall announce and explain all major decisions that are seen to affect the duties and/or working conditions of employees.

CSC shall attempt to provide opportunities for staff career growth and shall encourage both professional and personal development. In return, CSC staff are expected to observe sound business practices and to perform their responsibilities to the best of their ability in a conscientious, honest, committed, respectful, and cooperative manner that reflects and upholds CSC's values.

Employment in CSC falls within the jurisdiction of the Government of Ontario Employment Standards Act. Information on the Act is available on the Government of Ontario Website: www.gov.on.ca. CSC also conforms to the Canadian Human Rights Act, which provides that all individuals shall have equal employment opportunities without discrimination. Information on the Act is available on the Canadian Human Rights Commission Website: www.chrc-ccdp.ca.

PROCEDURES

The purpose of these procedures and underlying practices is to be a guide for CSC staff (employees and contractors) that reflects a positive working environment. It is designed to assist the Chief Executive Officer (CEO) in the determination of consistent and fair decisions and to clarify for all employees the conduct expected of them. It is intended that the information contained herein will increase the understanding of employment arrangements, promote a mutual respect for all persons concerned, and contribute to the strengthening of CSC teamwork and employer/staff relationships. It is the responsibility of all CSC staff to bring to the attention of the CEO any problems with, or suggestions for improvement of these procedures.

CONDITIONS OF EMPLOYMENT

1.1 Types of Employment *(updated Sept-29-09)*

The CSC retains the services of individuals under the following employment types:



1.2 Definitions:

Type	Definition
Full-Time (F/T):	Salaried employment on a continuing basis, with no end date specified.
Term:	Salaried employment for a fixed period and which at the end of the fixed period, the employee ceases to be an employee.
Part-time (P/T):	Salaried employment on a continuing basis for hours less than the standard workday, week or month.
Contractor:	The CSC may choose to contract an individual to perform specific duties that is of a temporary, non-recurring and specialized nature. The bulk of the work is conducted off site. This person is not to be construed as an employee and no deductions will be made on his/her behalf. The individual must invoice for professional services rendered as per the terms of the contract agreement. The individual must also supply their own equipment and tools and cover costs related to their use.

1.3 Employee Positions *(updated Mar-01-12)*

Level	Common Job Titles	Definitions
"A"	President, CEO, Executive Director	This position is typically held by the most senior staff person in the Organization. Usually held by one individual who is broadly responsible for overseeing the entire operation. This person usually reports to a board of directors. Has a Post Secondary Education.
"B"	Sr VP, VP, COO, Deputy CEO	This position is usually held by one individual, who is the "second-in command". The role typically involves supporting the Chief Executive in most areas. This position usually reports directly to the Chief Executive; however, in some cases there may be some level of reporting relationship from this position to the board of directors. Has a Post Secondary Education. Many Associations do not have a "B" level executive.
"C"	Director	Employees in this area are usually responsible for overseeing a specific area within the Organization and ensuring strategic goals within this area are met. These individuals report to the Senior Executive and/or the Chief Executive. They may or may not have employees reporting to them. Report to either "A" or "B" and are the senior people responsible for a particular area of activity. "C" level managers/directors typically advise "A" and "B" with respect to their particular of expertise and have responsibility for staff and budgets for their area. "C" level managers/directors usually have at least one staff member reporting directly to them.
"D"	Manager, Team Leader,	Individuals in this type of position may be responsible for a specific area within an organizational function or division. These individuals typically report



	Supervisor	to a senior manager or directly to the senior executive or Chief Executive. They may or may not have individuals reporting to them.
“E”	Coordinator, Program Administrator or other front-line service delivery positions	Individuals in these positions typically report to a supervisor or manager and do not usually have employees reporting to them. They are front line employees who carry out the programs and services offered by the organization. Report to either “A”, “B”, or “C”. Managers at the “E” level usually follow policies and budgets set by “A”, “B”, or “C”. “E” level staff do not have direct employee management responsibility. The definition does not include non-management or support staff.
“F”	Receptionist, Administrative Assistant, Data Entry	Employees at this level likely report to a supervisor or manager. Individuals in this category do not usually have employees reporting to them. They provide administrative and front-line support.

1.4 Orientation (updated Sept-29-09)

All new staff will be provided with a full and appropriate orientation.

- a) Orientation will be the responsibility of the Manager, Programs & Operations although others may be enlisted to assist in specific areas.
- b) The orientation will include but not be limited the following:
 - Origin and history of the Commonwealth Sport Canada
 - Strategic Plan
 - Governance Manual, Operations and Procedure Manual, and Personnel Policy and Procedure Manual
 - Terms and Conditions of employment (included in the Personnel Policies)
 - Security procedures
 - Signing the Oath of Confidentiality

1.5 Hours of Operation (updated Jun-16-15)

The regular workweek is thirty-five (35) hours exclusive of lunchtime. Hours of operation for the office are 8:30am to 4:30pm Monday through Friday. Reception and telephone service will be available during these hours (including the lunch hour) and voice mail will be in service. Staff will keep each other informed of their individual work schedules as agreed upon with their immediate supervisor.

The CSC shall endeavor to accommodate requests for flexible work schedules wherever feasible from an operational point of view. The CEO must approve such arrangements.

1.6 Notification of Absence

An employee who is unable to report to work because of illness or emergency is required to notify the Manager, Programs & Operations as soon as possible. Any other absence from work requires the CEO's approval and where possible two (2) weeks' notice.



1.7 Personal Appointments (updated Jun-16-15)

Medical, dental, and other appointments should be booked at times that least interrupt the workflow and colleagues' schedules.

Notification of an appointment should be given to the Manager, Programs & Operations at least one day in advance. It is expected that staff members will return to work after an appointment unless it is after normal working hours or otherwise agreed with their supervisor.

1.8 Probation (updated Sept-29-09)

All new staff shall be subject to a six-month probationary period, unless specified under special conditions approved by the Board. Probation may be extended beyond six months at the discretion of the immediate supervisor in collaboration with the Chief Executive Officer. The letter shall inform the staff, in writing, not less than two (2) weeks prior to the end of the probationary period, as to the reason(s) for the decision. In no case will the probationary period be extended over twelve (12) months. Although vacation leave may not be taken during probation, vacation time is earned and will be accumulated from the starting date of employment.

The Chief Executive Officer or designate shall confirm the successful completion of the probationary period in writing to the employee.

1.9 Conflict of Interest

Employees of CSC are not permitted to engage in any outside activity, volunteer or paid, which would result in conflict of interest, or the perception of a conflict of interest with the affairs of CSC. Employees shall read and review the Conflict of Interest Policy – Staff and shall agree and sign the Association's Declaration concerning Conflict of Interest, *Attachment # 1*, at the time of employment and each year at the time of the annual performance review.

1.10 Other Employment (updated Jun-16-15)

Employees are discouraged from accepting additional employment outside CSC that could either impact their ability to carry out the duties of their position or have a perceived conflict of interest with CSC.

The CEO shall be notified of additional employment.

1.11 Termination of Employment

Commonwealth Sport Canada will follow all applicable federal and provincial legislation pertaining to retirement, resignation, dismissal, and layoff as follows:

1.11.1 Resignation/Retirement:

The employee shall provide CSC as much notice as possible. Considering the operational requirements, employees are strongly encouraged to extend this notice to a minimum of one month



for resignations and three months for retirements. Letters of resignation or retirement shall be addressed to their supervisor. If the employee chooses to verbally inform their supervisor, this is considered a formal resignation.

1.11.2 Dismissal:

Employees may be dismissed after consultation with the CEO. Only the CEO has final authority regarding termination of employment.

1.11.3 For just cause:

In the event of dismissal for just cause, no notice of dismissal or pay in lieu of notice is required. Employees dismissed for just cause will receive all salary and benefits owing to them, up to the date of termination of employment.

1.11.4 Termination:

In the event of termination, the employee will receive all salary and benefits owing up to the date of termination, together with such other termination allowance as may be prescribed by law.

1.11.5 Lay-Off:

Lay-offs may occur when a position is abolished because of reorganization, loss of funding or a decrease in services offered by the CSC. Laid off employees will be entitled to all salary and benefits owing to them up to the date of lay-off together with such other termination allowances as may be prescribed by law.

CSC will provide written confirmation of termination, or termination pay in lieu of notice, to any employee who has worked for CSC for three months or more.

The CSC is not required to give notice of termination to an employee if:

- a) The individual was hired for a specified time and the contract has elapsed
- b) An employee is guilty of willful misconduct, willful disobedience, or willful neglect of duty that has not been condoned by management
- c) The work assignment is impossible to perform or frustrated by a fortuitous or unforeseeable event (e.g. fire, flood, earthquake)
- d) The employee has refused reasonable alternative work.

Should CSC be faced with having to reduce the number of staff or eliminate positions due to lack of funding, appropriate steps will be taken to allow maximum notice, and, where possible, relocation support would be provided to those personnel involved.

The Personnel Committee Chair will be notified of all terminations.

1.12 Disciplinary Action

Once expectations, policies, and acceptable standards of performance have been established, it is the



employee's responsibility to understand what they are and to maintain the rules. Discipline will be used as a positive attempt to correct a situation whereby CSC expectations, policies, or standards are not being upheld.

Disciplinary action, if deemed necessary, may include:

- 1.12.1 Verbal Discussion - for clarification purposes and warning
- 1.12.2 Written Warning - stating the concern or infraction and advising them of the corrective action that is expected and consequences of failure to do so. A copy of the warning shall be placed in the staff member's personnel file.
- 1.12.3 Suspension without pay - length of which will be dependent on the seriousness of the offence. The employee will be notified in writing under the signature of the CEO. A record of all documentation will be retained in the employees' personnel files.
- 1.12.4 Termination - if successful resolution is not possible dismissal may occur.

It is understood that the above noted steps are guidelines only and may not be followed if the infraction is considered by the CEO to be serious enough to warrant immediate suspension or dismissal. A written report for the files will be required on all suspensions or dismissals.

- 1.12.5 Payment or Recovery of Funds:
Upon termination of employment an employee will be compensated for accrued unused vacation leave and accrued overtime as applicable.

If an employee leaves the service of the CSC before the end of the fiscal year and has already taken vacation time not yet earned, CSC shall recover the applicable funds from the employee's last pay.

- 1.12.6 Exit Interviews: (updated Jun-16-15)
All employees leaving a position, regardless of the reason, will be offered an exit interview. The employee is not obligated to participate.

The staff will be provided with an opportunity to discuss their experience of working at CSC with their Direct Report, the CEO or a member of the Personnel Committee.

1.13 Copyrights, Patents and Trademarks

All copyrights, patents, and trademarks resulting from staff work on behalf of the CSC become the property of CSC, unless otherwise permitted by written agreement.

1.14 Adherence to Commonwealth Sport Canada Policies

The CEO will ensure that CSC policies are reviewed with staff as part of their formal orientation and that they are alerted to amendments as they occur. Staff shall conduct their work in accordance with CSC policies. Failure to do so may result in disciplinary action up to and including termination. Employees are encouraged to be active participants in identifying best practices and recommending adjustments to CSC



policies to the CEO.

1.15 Monitoring and Evaluating Performance (updated Sept-29-09)

The CSC recognizes the importance of monitoring and evaluating staff performance. The Board approved Strategic Plan and Operational Plan will be the driving force behind each one's roles and responsibilities. Individual specific performance objectives will be set and evaluated annually.

The following principles shall guide staff and supervisors in the monitoring and evaluation process:

- a) peers, subordinates, volunteers, and others that regularly interact with the staff should be included in the process of establishing, monitoring and evaluating workplans.
- b) the supervisor and staff should engage in ongoing dialogue with respect to the progress and desired outcomes and the working relationship between the staff and the CSC.
- c) formal performance reviews must be held and documented before the end of the probationary period and a minimum of once per year thereafter.
- d) the Chief Executive Officer will submit a report on the completed process to the Personnel Committee by June of each year.

COMPENSATION (SALARY AND BENEFITS)

2.1 Salary Payment (Updated July-27-20)

Employees are paid every second Friday via Direct Payroll Deposit. Any changes concerning your payroll must be submitted to the Manager, Programs & Operations by 12:00 pm on the Friday before the pay week.

Employees must provide their personal bank name, routing and account numbers, either in the form of a blank cheque or other written means to the Manager, Programs & Operations in order to complete the Direct Payroll Deposit.

2.2 Salary Administration (updated Nov-02-13)

2.2.1 Definitions:

Job Description: summary of the key duties and responsibilities of a position and the minimum educational and work experience required to perform the work. These are reviewed yearly during the evaluation.

Cost of Living Allowance (COLA): is the Federal Government's Core CPI (Consumer Price Index), as of January each year. A COLA salary adjustment as approved by the Board of Directors at the same time as it approves the yearly budget (Winter Meeting). If an adjustment is authorized, it will be effective on April 1.



Annual Increase Formula: An annual increase as approved by the Board of Directors at the same time as it approves the yearly budget (Winter Meeting). If an adjustment is authorized, it will be effective on April 1.

Annual Performance Review Rating	Annual Base Salary Adjustment	Merit Pay Adjustment ⁴
Significantly Exceeded	CPI ¹	2%
Exceeded	CPI	1%
Met	CPI	0%
Partially Met	0%	0%
Not Met	0% and Probation	0%

NOTES: (updated February 2024)

1. Federal Government`s Core Consumer Price Index (CPI), as published each January at <http://www.statcan.gc.ca/subjects-sujets/cpi-ipc/cpi-ipc-eng.htm>.
2. Performance targets are:
 - a. measurable (qualitative and quantitative),
 - b. Include revenue generation and/or expense savings,
 - c. a component of the employee`s Annual Workplan, and
 - d. are determined before April 30th, annually.
3. CSC staff with a base salary **at, or above**, the Salary Benchmarks Grid receives the Core Consumer Price Index (CPI) increase only.
4. For individuals below the Salary Benchmarks Grid, could receive Merit Pay as indicated in a. or b. Merit Pay is **not** added to the base salary.
 - a. Exceeded = When all targets are completed, recognizing that some are considered “stretch” targets.
 - b. Significantly Exceeded = In addition to the above (a), when special projects(s) out of the ordinary job description are undertaken and completed.
5. CSC Salary Benchmarks are indexed to the annual rate of inflation (CPI-Trim) and a review of Salary Benchmarks is conducted every 4 years.
6. Annual Base Salary and Merit Pay Adjustments are contingent upon available funds.
7. The Board of Directors reserves the right to deviate from the formula.

2.3 Benefit Program

2.3.1 Group Insurance Plan

CSC is a member of the Canadian Olympic Committee - Sport Community Group Insurance Plan. The Plan includes Group Health, Dental, Vision Care, Long and Short Term Disability as well and accident and life insurance. A copy of the Plan is provided to each employee and is available from the Manager, Programs & Operations.

Eligibility

Employees will join the program on the start date of employment.



Plan Payment

In lieu of reimbursement for the reduced EI premium, CSC will pay the monthly cost of the benefit package. Employees wishing to purchase Optional Life Insurance may do so at their expense.

2.3.2 Registered Retirement Savings Plan

The CSC shall contribute to the employee's Registered Retirement Savings Plan (RRSP) at the rate of up to five (5) per cent of the staff member's gross earnings, deducted at source and deposited directly into the staff member's RRSP account. The employee must match this contribution.

2.4 Reimbursement of Expenses

Expenses incurred by staff, in fulfillment of their duties, shall be reimbursed as per the CSC finance policy related to travel expenses. These include travel, accommodation, meals, transport, telephone, hospitality. All expense reimbursements are subject to approval by the CEO or department supervisor.

2.5 Statutory Holidays (updated Sept-29-09)

The CSC recognizes the following days in the calendar as paid holidays:

<p>Ontario has nine (9) public holidays:</p> <p>New Year's Day, Christmas Day, Boxing Day, Family Day Good Friday, Victoria Day Canada Day, Labour Day Thanksgiving Day</p>	<p>In addition to the Public Holidays, CSC also recognizes the following:</p> <p>August Civic Holiday ½ day Christmas Eve ½ day New Year's Eve</p> <p>These are not Public Holidays under the Employment Standards Act (ESA)</p>
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(updated June-01-17)

Plus, two (2) floating days, to be taken by the staff and approved by the immediate supervisor at anytime throughout the calendar year. These two floating days must be taken within the calendar year to which they apply.

2.6 Annual Leave (updated July-27-20)

All employees shall accumulate holidays on a monthly rate that will be determined from the number of years worked. The formula is as follows:

Management	Three (3) weeks during first year of employment Four (4) weeks after two years of employment
General Staff	Two (2) weeks during first year of employment Three (3) weeks after two years of employment



Requests for the specific periods of annual leave shall be reviewed by the immediate supervisor and approved by the CEO, once the probation period has been completed. In the event of a scheduling conflict, operational and service requirements shall be the determining factors. The decision will be made by the CEO.

Employees must use their annual leave in the calendar year to which it applies. In specific circumstances, approved by the CEO, annual leave may be carried over into the first quarter of the next year. In the year of the Games, due to heavy workload, unused annual leave may be carried over into the next year. All carried over annual leave must then be used within a year following the Games. Annual leave may not be carried over two years in a row.

All staff shall accumulate annual leave at the rate of one additional day for each year of employment beyond five (5) years to a maximum total entitlement of twenty-five (25) days per year.

2.7 Time Off with Pay

2.7.1 Overtime (updated July-27-20)

Employees of CSC are expected to manage their work within a regular workweek, making the necessary arrangements to work an adjusted schedule when evening or weekend work is required. On the occasion, when overtime is inevitable, pre-approval by the CEO is required.

There shall be no financial compensation for overtime. In the event of excessive workload, discretionary time off with pay may be granted upon approval of the CEO. This time must be taken off within 30 days of the period of excessive work and at no time shall extend beyond sixty (60) days. Under exceptional circumstances, the CEO may grant an exception. In the year of the Games, due to heavy workload, overtime may be carried over into the next year. All carried over overtime must then be used within a year following the Games.

2.7.2 Sick and Personal Responsibility Leave (updated Mar-01-12)

A maximum of ten (10) days of sick and/or personal responsibility leave is provided per year and is inclusive of immediate family (i.e., children, spouse, parents – living in the same home). If sick leave is required, the staff member shall notify the immediate supervisor as soon as possible. A medical certificate may be requested. Remaining sick days cannot be carried over to the next year.

Short-term and Long-term disability leave is as described in the benefit document from the insurer.

2.7.3 Employee Assistance

Any staff member who has personal problems or stress that may interfere with their ability to perform their job effectively is encouraged to seek counselling. Time off with pay for such purposes shall be granted at the discretion of the CEO.



2.7.4 Jury/Witness Duty

With the exception noted, a staff member who is required to perform jury duty or who is called as a witness shall be released to serve and will be paid full salary up to 30 (thirty) days. No overtime will be accumulated.

The staff member shall be released, but not paid, for court appearances originating from any personal or commercial dealings or business enterprises.

2.7.5 Bereavement Leave

A staff member shall be granted up to three (3) days leave with pay in the event of death in the immediate family. Immediate family is defined as spouse (including common-law spouse), children, brothers, sisters, parents, grandparents and in-laws of the staff member.

The duration of such leave may be extended under extenuating circumstances upon request to the immediate supervisor and upon approval of the CEO in consultation with the Human Resource Chair. Considerations in granting such an extension may include travel time and the complexity of the situation.

2.7.6 Non-family member funeral leave

All regular, full-time employees may request up to one (1) day off with pay to attend the funeral of a close, non-family member. This time off will be considered by the employee's supervisor on a case-by-case basis. The pay for time off will be prorated for a part-time employee if the funeral occurs on scheduled workdays.

2.8 Time Off without Pay

2.8.1 *Pregnancy and Parental Leave (updated July-27-20)*

*Some information is taken directly from information supplied by the Ontario Ministry of Labour on their website: <https://www.ontario.ca/document/your-guide-employment-standards-act-0/pregnancy-and-parental-leave#section-3>

The CSC will follow applicable legislation with respect to parental and pregnancy leave. Pregnancy leave of 17 weeks is available to pregnant employees (15 weeks paid Employment Insurance + the 2 week waiting period).

Parental leave of up to 61 weeks is available to an employee who has been on pregnancy leave and up to 63 weeks for an employee who has adopted a child or the non-birth parent who wishes to care for his or her baby.

Employees on pregnancy leave and/or parental leave must apply for Employment Insurance (EI) benefits while on leave. In order to be eligible for pregnancy or parental leave benefits, the employee must be employed by an employer that is covered by the ESA and employed for at least 13 consecutive weeks before commencing the leave. The employee should provide CSC two (2) weeks' notice for this leave.



The CSC shall guarantee that the staff member's position or a similar position at the same rate of pay shall be available to the staff member on her or his return.

An employee may return to work prior to the termination of the leave with the approval of the employer.

Vacation leave continues to accrue while on pregnancy leave or parental leave.

During the period of absence, the CSC will assume responsibility for payments of Life Insurance, Extended Health and Disability premiums on the staff member's behalf. The employee must agree to return to work at CSC for a minimum of one year. Should the employee not return to work, the premiums paid during leave will require reimbursement back to CSC.

2.8.2 Family Medical Leave (updated July-27-20)

*Some information is taken directly from information supplied by the Ontario Ministry of Labour on their website: (<https://www.ontario.ca/document/your-guide-employment-standards-act-0/family-medical-leave>)

CSC will follow applicable legislation with respect to Family medical leave.

Employees are entitled to take up to twenty-eight (28) weeks in a 52-week period, of unpaid, job-protected family medical leave of absence to provide care or support to certain family members that are seriously ill and have a significant risk of death within twenty-six (26) weeks

Employees requesting family medical leave must first provide certification from a qualified medical practitioner stating that:

- The family member in question has a serious medical condition and requires care and support; and
- There is a significant risk of death within 26 weeks.

The specified family members for whom a family medical leave may be taken are:

- The employee's spouse (including same-sex spouse);
- A parent, step-parent or foster parent of the employee;
- A child, stepchild or foster child of the employee or the employee's spouse
- a brother, step-brother, sister, or step-sister of the employee
- a grandparent or step-grandparent of the employee or of the employee's spouse
- a grandchild or step-grandchild of the employee or of the employee's spouse
- a brother-in-law, step-brother-in-law, sister-in-law or step-sister-in-law of the employee
- a son-in-law or daughter-in-law of the employee or of the employee's spouse
- an uncle or aunt of the employee or of the employee's spouse
- a nephew or niece of the employee or of the employee's spouse
- the spouse of the employee's grandchild, uncle, aunt, nephew or niece

The latest day an employee could remain on family medical leave would be:

- The last day of the week in which the family member dies OR



- The last day of the week in which the 52-week period expires OR
- The last day of the twenty-eight (28) weeks of family medical leave whichever is earlier.

Based on the definition of “week” for family medical leave, the leave would always end on a Saturday.

Where more than one employee wishes to take unpaid leave for the same family member, the aggregate amount of leave available may not exceed twenty-eight (28) weeks.

An employee shall advise their supervisor as soon as possible of any intent to take a medical leave of absence. An employee must inform the supervisor in writing that they will be taking a family medical leave of absence. If an employee has to begin a family medical leave before notifying the employer, they must inform the employer in writing as soon as possible after starting the leave.

Family Medical Leaves may be taken in increments of not less than one (1) weeks duration.

Employees will have the option of continuing to participate in the CSC’s benefit plans (with the exception of short and long term disability insurance) during the leave period. Sick and vacation leave continues to accrue while on family medical leave.

Eligible employees are entitled to Employment Insurance benefits while on family medical leave, following a two (2) week waiting period. For more information, please visit the EI website at: http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/ei/types/compassionate_care.shtml&hs=tyt. Please note that the name for this federal benefit is *Compassionate Care Benefits*.

2.9 Professional Development (updated Mar-01-12)

The CSC values professional development for its staff and will budget annually for such opportunities. The CSC may, with the advance approval of the Personnel Committee, pay related fees for staff member who undertakes professional development or skills upgrading provided that it is related to the CSC's business and/or the staff's duties. Coordination of professional development will form part of the yearly performance evaluation.

2.10 Staff at Games (updated Jun-16-15)

This section does not apply to those individuals whose responsibilities it is working on the Team Canada Mission. This policy refers to those staff who have an interest in participating on the Team Canada Mission or Commonwealth Games Organizing Committee as a volunteer.

The CEO will determine other CSC staff positions required where there is sufficient carry-over between their staff position and on-site operational need at the Games.

CSC staff not designated as “required” and who are interested in applying for a mission or games volunteer position, are treated in the same fashion as all other volunteers, thus participating in a competitive process and the full screening. If selected, this is seen as a value-added experience related to the CSC's business and/or the staff's duties. CSC would provide 50% of the necessary time off and the staff member will be required to use 50% of annual leave.



WORK ENVIRONMENT

3.1 Health & Safety (updated July-27-20)

Staff are requested to report all unsafe and unhealthy work conditions, accidents or mishaps to the Manager, Programs & Operations whether they impact you, another staff member or visitor.

Staff are responsible for familiarizing themselves with the location of fire exits, fire extinguishing equipment and evacuation procedures.

The CSC's office is a non-smoking, scent free facility. Individual offices and common areas are designated as non-smoking.

3.2 Office Appearance

In order that the staff and office surroundings reflect high standards, the following codes shall be maintained:

- It is expected that staff will maintain a professional appearance
- It is expected that staff will take pride in maintaining cleanliness, tidiness, and good organization of individual workstations.
- It is expected that staff will respect CSC property and the rights of other staff.
- It is expected that personal phone calls will not hamper an individual's ability to accomplish the task at hand, nor unnecessarily occupy business telephone lines.
- All personal long distance calls are to be made on the individual's personal cellphone.

3.3 Office Safety (updated July-27-20)

It is important that all CSC staff comply with the following security guidelines to protect CSC's investments:

- Other staff should advise others when leaving the office so as to be more vigilant regarding visitors.
- Any unknown persons seen wandering around CSC offices should be offered assistance and/or challenged regarding their presence and asked to leave if necessary.
- The last staff member leaving at the end of the day must ensure that the cabinets are locked, with keys stored away and the safe is closed.
- Purses, electronic devices, and other small items of value are not left on desktops, but rather locked up or placed discreetly out of sight.
- Lap top computers are to be locked up
- There are to be no unauthorized duplicates made of keys. Keys must be returned to the Manager, Programs & Operations should you take leave, resign or be terminated.
- Loss of any item from the office or an office key is to be immediately reported to the Manager, Programs & Operations.



3.4 Computer / Internet Use (updated Sept-29-09)

3.4.1 Email

Email correspondence, at all times, will be professional in tone and treated with the same care and diligence applied to hard copy memoranda. Abusive, fraudulent, harassing or obscene messages and/or materials shall not be sent from, to, or stored on CSC systems. At all times, generally accepted standards of email etiquette is expected.

3.4.2 Security

Individuals shall not purposely engage in activity with the intent to circumvent CSC security measures or gain access to a CSC system for which proper authorization has not been given. Making copies of system configuration files for personal use or to provide to a user external to CSC is forbidden, as is downloading or installing security programs that reveal weaknesses in systems security. Individuals are not to share accounts, passwords.

3.4.3 Software

Individuals may not make copies or modify copyrighted software, except to the extent permitted in the license agreement. Individuals may not download and/or use personally acquired software, public domain software, electronic bulletin boards or shareware without the prior approval CEO. The CEO must approve acquisition of software packages. Any questions regarding the terms and conditions of copyrighted software should be referred to the CEO.

3.4.4 Internet

CSC recognizes that the Internet is a useful tool to aid employees in discharging their duties. As such, its primary use is for education, research, communication and administration as applicable to CSC business. Understanding that all activities on the Internet may be traced back to CSC, work on the Internet shall be conducted in such a manner that public confidence and trust in the integrity, objectivity and professionalism of CSC are conserved and enhanced. In particular:

- No CSC information shall be made available for public access without approval of the CEO.
- Non work-related activity on the Internet, including email, shall be conducted on an individual's own time, outside of regular hours of work. During these times, these guidelines shall remain in force.
- Under no circumstances is it appropriate, at any time, to peruse inappropriate web sites, post inappropriate messages, or send inappropriate email correspondence. The term "inappropriate" includes, but is not limited to, sites/subjects that advocate principles or beliefs not in keeping with CSC's values, sites/subjects that advocate illegal activities and sites/subjects that are sexual/pornographic in nature.
- Where, for legitimate research purposes, a user wishes to access a site or deal with a subject that may be considered prohibited, it must be discussed in advance, documented in writing, approved by the CEO.



3.4.5 Monitoring

At any time, CSC reserves the right to monitor computer activities, including Internet and email usage among its users.

GRIEVANCES

Consistent with its statement of basic values, the CSC assures every staff member fair and equal treatment and consideration. Where, in the opinion of the staff member, unfair treatment has been rendered under these policies (or in the event that some other problem arises); the following procedure shall be followed:

- a) The staff member shall discuss the matter with the immediate supervisor within seven (7) working days from the day the grievance occurred.
- b) If the grievance is not resolved within ten (10) working days of taking it to the employee's immediate supervisor, the staff member shall take the grievance to the CEO.
- c) If the grievance is not resolved within ten (10) working days of taking it to the CEO, the staff member shall take the grievance to the Personnel Committee.
- d) Should the matter remain unresolved after the above steps have been taken, the staff member shall retain the right to file the grievance with the appropriate legal body without fear of recourse. The CSC shall retain the right to dispute the grievance, as it feels necessary.

AMENDMENT OF THE PERSONNEL POLICY AND PROCEDURES

The CEO and the Personnel Committee Chair are responsible for monitoring the effectiveness of this policy and recommending changes to the Personnel Committee which will in turn make recommendations to the Board of Directors. Staff are encouraged to provide feedback to the Personnel Committee. The Personnel Committee will undertake a review of the policy every two years.

Related Policies, Procedures

- CSC Workplace Harrassment & Discrimination
- CSC Workplace Violence – Bill 168
- CSC Conduct Policy

Legislation:

- Ontario Human Rights Code: <http://www.ohrc.on.ca/en>



Document History

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**PERSONNEL POLICY
ACCOUNTABILITY FRAMEWORK & TIMELINES**

(updated Jun-16-15)

Responsibility	Task	Timeline
Board of Directors	Approves Personnel Policy and any Revisions	Every two years
	Approves Budget for increase in salaries	At the Fall Board of Directors Meeting
Personnel Committee / Chair	Reviews / Revises Policy	Every two years
	Provides advice/guidance to CEO	As required
Chief Executive Officer	Conducts performance reviews	At completion of probation period
	Conducts performance reviews with all direct report staff	Annually in April/May
	Reports to the Personnel Committee on the complete Evaluation Process	By June each year
Manager, Programs & Operations	Conduct new employee orientation	First day of employment
	Record & Track employee's time	Monthly
	Conducts performance review of direct report(s)	Annually in April/May



CONFLICT OF INTEREST POLICY AND GUIDELINES FOR STAFF AND CONTRACTORS (Paid Personnel)

POLICY

All staff and Contractors (Paid Personnel) of CSC are expected to arrange their private affairs in a manner that will prevent conflicts of interest from arising or from appearing to arise. They shall not place themselves in a position where they are under obligation to any person who might benefit from special consideration or favour on their part or seek in any way to gain special treatment from them. Equally, paid personnel shall not have a pecuniary or other interest that could conflict or appear to conflict in any manner with the discharge of their duties and responsibilities.

GUIDELINES

Category A

As the following are considered to have the potentiality of being in conflict or appearing to be in conflict, they are to be disclosed to and are subject to review and advice by the Board at Directors as to what actions, if any, need to be taken depending on the nature of the employee's responsibilities and degree of potential or apparent conflict:

- a) Investments in a supplier or customer or in any other company, partnership, association or commercial entity that has a significant present or prospective business relationship with the CSC.
- b) Contracts, agreements or undertakings between staff and a supplier, customer or any other company, partnership, association or commercial entity that has a significant present or prospective business relationship with the CSC.
- c) Seeking or accepting from the aforesaid, directly or indirectly, loans (except with banks or other financial institutions at terms and conditions generally available to the public), services, payments, commissions, entertainment or gifts.
- d) Serving as a director, officer, employee, member, or consultant of the aforesaid or of any other organization if such service could either place on employee's demands inconsistent with their duties, call into question their capacity to perform those duties in an objective manner or cause job performance to suffer.
- e) Acquisition of real estate or other forms of property of present or prospective interest to CSC.

Category B

As the following are considered to be actual or apparent conflicts of interest, they are to be avoided:

- a) Using or appearing to use or revealing without proper authorization to persons outside the CSC, for personal gain, any information acquired during the course of a paid personnel's duties which is not generally available to the public.



- b) Using, or permitting others to use, CSC paid personnel, property, equipment, materials or time for personal gain.
- c) According preferential treatment beyond the common courtesies usually associated with accepted business practice and prerogatives of office to friends, relatives or to organizations in which the paid personnel or relatives and friends have an interest, financial or otherwise.
- d) Using CSC name or one's position within CSC in such a way as to lend weight or prestige to sponsorship of a political party or cause or to endorsement, without proper authorization, of a product or service of another company.

Category C

Provided paid personnel do not make unseemly use of their position within CSC or permit any association within CSC, which may be detrimental to its business, nature and role or to its reputation, engagement in educational, professional, philanthropic, social, and recreational activities is encouraged and is not subject to review by the Board of Directors.

IMPLEMENTATION

- a) This policy and guidelines shall be online in CSC's Shared Files of documents, dealing with staffing and working conditions.
 - b) In the case of CSC paid personnel below the level of management, it shall be sufficient if they have read and are aware of CSC's policy and guidelines on "conflict of interest" as part of their employment orientation. If there is a change in the status of a paid personnel of CSC, a new declaration must be prepared, signed, and filed.
 - c) In the case of all management personnel, the following shall apply:
 - i) The CEO of CSC shall be accountable for the dissemination of the Conflict of Interest Policy and Guidelines to all CSC management staff who shall sign, date and return within sixty (60) days of the aforesaid, one of the following declarations:
 - * "I have read and understood the CSC Conflict of Interest Policy and Guidelines on Business Conduct and do hereby certify my full compliance with its provisions. A listing of my business interests is attached."
- OR
- * "I have read and understood the CSC Conflict of Interest Policy and Guidelines on Business Conduct but cannot at this time certify my full compliance with its provision because I have or may have interests, which might conceivably be construed as being or appearing to be in actual or potential conflict. I shall, therefore, review the matter with the Board of Directors and take whatever actions deemed necessary."



- ii) Declaration in the latter category shall be referred to the Board of Directors, which shall:

* Review (or designate a member of review) with the paid personnel concerned the nature of the interests which create conflict or the appearance of conflict.

AND

* Advise the paid personnel as to what actions, if any, need-to be taken to bring about full compliance with the Conflict of Interest Policy and Guidelines.

Recommended actions may include one or more of the following:

- Divestment of the interest (whether an investment, property, loan, payment, gift, undertaking, agreement, directorship, office, employment, membership, etc.)
 - Frozen or blind trust instrument.
 - Periodic written declaration (listing) of the interest(s).
 - Verbal or written disclosure at relevant time and place.
 - Avoidance of involvement in particular matters.
- d) The CEO, CSC shall ensure that signed declarations and any correspondence from the Board of Directors are placed in the paid personnel's personal files and that recommended actions are carried out.
- e) Recipients of the Conflict of Interest Policy and Guidelines shall be responsible for reporting in similar fashion subsequent changes in their interest which may be or may appear to be in breach of the Policy and Guidelines.
- f) Refusal to resolve the conflict may result in a request for resignation, disciplinary action or discharge from employment/contract.
- g) In cases involving a possible violation of statutory law, the Board shall refrain from making any recommendations, which might reflect upon the guilt or innocence of the employee under the law until the matter has been fully determined by a court of law.
- h) A paid personnel who has certified their full compliance with the Conflict of Interest Policy and Guidelines shall, nevertheless, request to have entered into the minutes of meetings the nature and extent of their interest in any material contract or proposed material contract with the Corporation and shall not participate in deliberations with respect to said contract.
- i) Every reasonable effort shall be made by all concerned to protect the confidential nature of the information revealed.



**ANNUAL DECLARATION CONCERNING CONFLICT OF INTEREST FOR STAFF
AND CONTRACTORS (Paid Personnel)**

This declaration is to be signed upon signature of contract at hiring AND each year at the time of the annual performance review.

I have read the CSC policy and guidelines regarding conflict of interest for paid personnel.

To the best of my knowledge and belief, except as disclosed herewith, neither I nor any person with whom I have or had a personal or business relationship is engaged in any transaction or activity or has any relationship that may represent a potential competing or conflicting interest, as defined in the policy and guidelines.

Further, to the best of my knowledge and belief, except as disclosed herewith, neither I nor any person with whom I have or had personal, business, or compensated professional relationship intends to engage in any transaction, to acquire any interest in any organization or entity, or to become the recipient on any substantial gifts or favours that might be covered by the policy regarding conflicts of interest.

(A) Without exception _____

(B) Except as described in the attached statement _____

Signature of Paid Personnel

Date

Witness

Date