

# **DOVERCOURT RECREATION ASSOCIATION**

## *Employment Policy & Procedure Manual*

September, 2016

Prepared for DRA All Employees

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## ***GUIDING PRINCIPLES & PRELIMINARY MATTERS***

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### **Welcome to Dovercourt**

An interesting and challenging experience awaits you as an employee of Dovercourt Recreation Association (DRA). To answer some of the questions you may have concerning our Organization and its policies, we have written this Manual. Please read it thoroughly and your supervisor will respond to any questions you may have about it. Once you have read the Manual and have no further questions about its contents, we ask you to sign the acknowledgement form given to you by our Supervisor. This Manual may be consulted at any time on our staff page on our website.

The policies specific to each department are spelled out more fully in DRA's Department Handbooks (Aquatics, Recreation, Fitness and Customer Service), which are available from your Supervisor. In case of conflict or uncertainty, this Manual will be considered authoritative.

This Manual is reviewed on an annual basis to ensure its continuity with the organization's values and practices. The policies stated in this Manual are subject to change at the sole discretion of DRA and you will receive updated information concerning any changes that are made. If you have questions regarding any of these policies, or feel that something requires review, please see your Supervisor, a Senior Director, or the Executive Director for assistance.

We wish you the best of luck and great success in your position, and hope that your employment relationship with DRA will be a rewarding experience.

### **Disclaimer**

All parts of this document are supplementary to your employment agreement, and applicable federal and provincial legislation. In the event of a conflict, your agreement and/or legislation shall prevail.

## **About our Organization – Our History & Philosophy**

DRA is a non-profit, community-driven organization that delivers municipal recreational services to approximately 75,000 people in the west end of Ottawa. It originated from a Westboro neighborhood study in the late 1970's that recommended the community acquire more control in the provision of recreational services.

Today DRA is comprised of an advisory board of community residents, 32 full time permanent staff, approximately 250 part-time staff and 200 – 300 volunteers. We provide services to approximately 15,000 regular users who make 350,000 annual visits to the Dovercourt Recreation Centre.

The building was completed in 1987 with the support of the Westboro Kiwanis Club. Dovercourt is an 8,000 square foot facility with an indoor leisure pool, whirlpool & sauna, exercise room, pottery studio, fitness studio, meeting hall, kitchen & canteen, several smaller meeting spaces and an outdoor play area. Some of these areas are leased out to outside organizations such as Adams Apple Café. DRA also uses space in local schools, churches and in the field house at McKellar Park.

The City of Ottawa provides DRA with access to the use of the Dovercourt Recreation Centre, and McKellar Park field house rent-free. The City assumes all operational costs of the buildings with the exception of light maintenance staff costs. DRA is rated as the busiest community center in Ottawa.

### **Mission**

#### ***Dovercourt Recreation Association:***

#### **“Building a healthy, active and engaged community through recreation”**

Dovercourt Recreation Association (DRA) is a non-profit, charitable organization that strives to enrich the lives of its community through:

- High quality, creative, educational, recreational, fitness, social and leisure opportunities;
- Committed, professional employees and dedicated community volunteers;
- Safe and friendly environments.

## **Our Approach**

### **Our Clients**

Dovercourt is an innovative charitable social enterprise and is our clients' first choice for quality recreation programs and related administrative services. Our clients feel welcome and very satisfied that they receive high value service.

### **Our Community**

Dovercourt is an inclusive and progressive charitable enterprise that leads the way in promoting and facilitating a healthy, active lifestyle. Dovercourt listens to and informs itself about its community, and acts on this research to provide better service. We enthusiastically partner with organizations of all kinds to achieve a healthy, active and engage community.

### **Our People**

Dovercourt is a highly desirable place to work and volunteer. Dovercourt attracts and develops talented, engaged and compassionate citizens and leaders.

### **Our Facilities**

Dovercourt's recreation facilities are accessible, welcoming and inclusive. Our facilities and programs adapt and expand to meet the challenging needs of our community and clients.

### **The City**

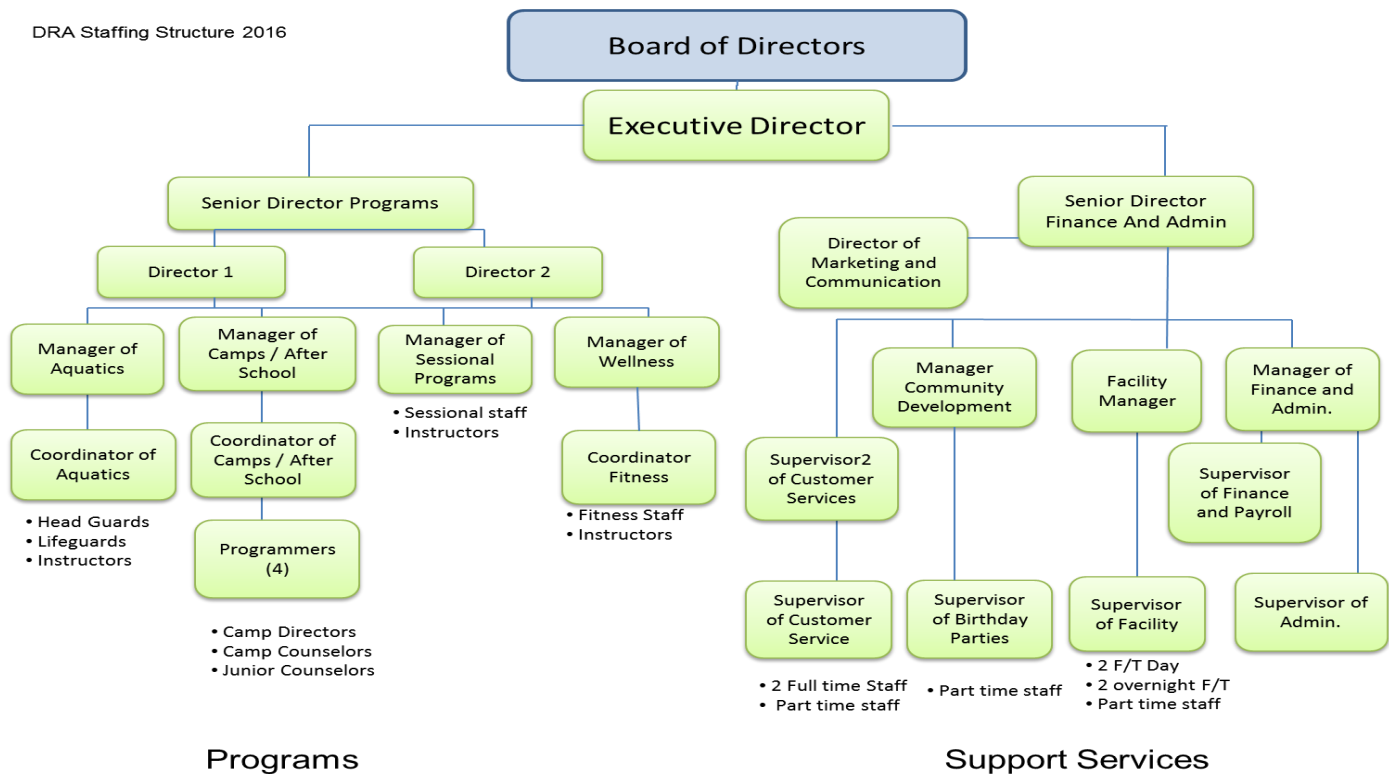
Dovercourt is a highly regarded partner for the City of Ottawa.

### **Our Partners**

Dovercourt builds and optimizes existing and new partnerships for mutual interest, common goals and to enhance Dovercourt's capacity to achieve our objectives.

## **Dovercourt Organizational Chart**

DRA Staffing Structure 2016



## **Equal Employment Opportunity**

It is DRA's policy to provide equal opportunities for all qualified employees and applicants for employment without regard to age, ancestry, colour, race, citizenship, ethnic origin, place or origin, creed, disability, family status, marital status (including single status), gender expression, gender identity, record of offences (in employment only), sex (including pregnancy and breastfeeding) and sexual orientation. Reasonable accommodations will be made for persons with disabilities.

This policy applies to hiring, volunteer placements, promotions, terminations, layoffs, recalls, transfers, leaves of absence, compensation and training.

## **Non-Discrimination**

Individuals have the right to be treated with respect in the workplace. DRA, in exercising its responsibility as the employer, will endeavor at all times to provide a work environment that supports the productivity and personal goals, dignity and self-esteem of every person.

DRA will not discriminate nor tolerate discrimination by our employees, volunteers or clients against any employee, volunteer or job applicant. Discrimination means any action or inaction that differentiates between employees, imposes a disadvantage, or



withholds an advantage on the basis of a protected ground. This policy applies to hiring, training, placement, promotion, termination, layoff, recall, leaves of absence, and compensation.

The responsibility for creating and maintaining a positive work environment rests with all of us. In addition to avoiding discrimination, DRA will not, and employees should not, condone behavior in the workplace that is likely to undermine work relationships or productivity. Managers, supervisors and co-workers are expected to recognize and refrain from actions that offend, embarrass or humiliate others, whether deliberate or not.

Management has a responsibility to respond immediately to stop any activity in the workplace that undermines this policy, whether or not there has been a complaint. Employees have an equal responsibility not to be frivolous or vindictive in making accusations. Inaction on the part of any individual may result in disciplinary action. Please refer to the **Discrimination and Harassment Complaint Procedure** and **Complaint Resolution Procedure** sections of this Manual for more information.

### **Workplace Harassment, Workplace Violence and Sexual Harassment**

DRA employees, contractors, students, volunteers, clients and visitors are entitled to be treated with dignity, free from harassment based on the protected grounds of age, ancestry, colour, race, citizenship, ethnic origin, place or origin, creed, disability, family status, marital status (including single status), gender expression, gender identity, sex (including pregnancy and breastfeeding) and sexual orientation, or any other ground prescribed by any law or legislation that applies to DRA.

DRA accepts the obligation to provide a healthy and safe work environment. We are committed to providing a violence-free environment. In support of this philosophy, it is essential that everyone work in collaboration to recognize, manage and prevent acts of workplace violence. DRA follows Bill 168 (Occupational Health and Safety Amendment Act) in preventing and reporting workplace violence.

Under Bill 168, “Workplace Violence” means:

- (a) The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker;
- (b) An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or
- (c) A statement or behavior that it is reasonable for a worker to interpret as a threat to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker.

"Workplace harassment" means “engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome”. Workplace harassment may include bullying, intimidating or offensive jokes or innuendos, displaying or circulating offensive pictures or materials, or offensive or intimidating phone calls. It may be persistent or sporadic and creates an intimidating,

offensive or embarrassing work environment.

Sexual Harassment is a type of discrimination based on sex. When someone is sexually harassed in the workplace, it can undermine their sense of personal dignity. It can prevent them from earning a living, doing their job effectively, or reaching their full potential. Sexual harassment can also poison the environment for everyone else. If left unchecked, sexual harassment in the workplace has the potential to escalate to violent behavior.

Bill 132, Ontario's New Sexual Violence and Harassment Legislation, expands the Occupational Health and Safety Act's (OHSA) definition of "workplace harassment" to include "workplace sexual harassment" defined as:

1. Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or
2. Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

In some cases, one incident could be serious enough to be sexual harassment.

Some examples of sexual harassment are:

- asking for sex in exchange for a benefit or favour
- invading personal space
- leering or inappropriate staring
- repeatedly asking for dates, and not taking "no" for an answer
- demanding hugs
- unnecessary physical contact, including unwanted touching
- using rude or insulting language or making comments towards women (or men, depending on the circumstances)
- calling people sex-specific derogatory names
- making sex related comments about a person's physical characteristics or actions
- saying or doing something because you think a person does not confirm to sex-role stereotypes
- displaying or circulating pornography, sexual pictures or cartoons, sexually explicit graffiti, or other sexual images (including online)
- making sexual jokes, including circulating written sexual jokes (i.e. by email)
- spreading sexual rumours
- questions or discussions about sexual activities
- bragging about sexual prowess
- paternalistic behavior based on gender which a person feels undermines their status or position of responsibility
- threats to penalize or otherwise punish a person who refuses to comply with sexual advances (known as reprisal)

Both men and women may experience sexual harassment in employment, but women tend to be more vulnerable to it because they often hold lower-paying, lower-authority and lower-status jobs compared to men. At the same time, even women in positions of authority may experience sexual harassment.

This policy applies to all persons and all activities at DRA's locations.

If you feel you are being subjected to workplace harassment, violence or workplace sexual harassment, you should:

- make your objection clearly known to the offender and ask him or her to stop;
- prepare and maintain a written record of the dates, times, nature of the behavior and any witnesses; and
- report the behavior to your Supervisor, Manager or the Executive Director. In most cases the Executive Director will be made aware of the situation unless the situation involves the ED, then the notification is to the Executive of the Board of Directors.

DRA will deal with the complaint as outlined in our Discrimination and Harassment Complaint Procedure. The identity of the parties and the details of the complaint will be kept confidential.

Preventing workplace harassment, violence and workplace sexual harassment is everyone's responsibility. All employees are expected to act against any form of harassment even without a complaint, and they are expected to express their disapproval if they encounter any kind of harassing behavior.

A complainant is free, at any point, to pursue his or her complaint to the Ontario Human Rights Commission.

### **Workplace Discrimination and Harassment Complaint Procedure**

In the event of a complaint of workplace harassment, violence or workplace sexual harassment (as discussed under General and Sexual Harassment), DRA will follow Bill 168 and the process outlined in this procedure to deal with the complaint:

- 1) If the complainant has confronted his or her harasser and has not been able to rectify the situation, a report should be made to the complainant's Supervisor or to the Department Manager in the event that the Supervisor is the alleged harasser. Your Supervisor will attempt to resolve the problem. It is recognized that the complainant may not be able to confront his or her harasser due to their position within the organization.
- 2) The complainant should keep a record of the event or events, including person involved, place, date, time and witnesses.
- 3) If your Supervisor/Manager cannot solve the problem, the complainant has thirty (30) calendar days to file a formal, written complaint with a Senior Director. The alleged offender will receive a copy of the complaint. A Senior Director will begin an investigation as quickly as possible, and will attempt to resolve the problem within

- thirty (30) calendar days of the investigation's completion.
- 4) If no resolution can be reached, the complainant may ask for a formal hearing within five (5) business days of the initial discussion under Step 3, above.

Anyone found guilty of workplace harassment, violence or sexual harassment will face disciplinary action up to and including dismissal, with the penalty to be at DRA's discretion. No one shall be disciplined or otherwise penalized for bringing forward a complaint in good faith.

All parties to the complaint must keep the matter confidential.

### **Employee Relations**

DRA believes in an open door policy and encourages you to talk directly with us and with each other. If something happens that disturbs you and upsets your peace of mind (not workplace harassment, violence or sexual harassment), take advantage of the following procedure:

- Whenever possible, try to resolve the problem with those directly involved. Bring your Supervisor/Manager into the problem if this is necessary.
- If after these discussions you feel the issue is still not resolved, request a meeting with a Senior Director or the Executive Director.
- If you believe you have been treated unfairly, or the issue remains unresolved, you may contact the President of the Board of Directors within thirty (30) days of meeting with a Senior Director.

DRA management will make every effort to inform you as early as possible about changes in policy through regular in-service and management team meetings, and memos posted on all bulletin boards.

Wherever it is practical, employee participation will be encouraged on committees studying workplace issues or recommending new directions for the organization.

### **General Complaints Resolution Procedure**

DRA maintains an open door policy. All employees, whether staff or management, will be treated fairly, justly and equally. DRA will act immediately if problems do occur. All employees are encouraged to bring forward to management any complaints or recommendations dealing with safety, health standards, proper working conditions, performance appraisals, discipline and fair management practices, without fear of reprisal.

Any disputes, controversies or suggestions must first be handled between the employee and his or her immediate Supervisor/Manager. Such discussions must take place in the privacy of management offices and away from other employees and clients.

An employee who has not obtained a solution within five (5) business days of the circumstances that gave rise to the situation, has the right to bring the matter to the

attention of the Department Director. The Director will review the circumstances within five (5) business days. Complaints should be in writing and include all relevant circumstances. The employee and Supervisor/Manager will receive a solution or a written reply within five (5) more business days.

If the employee is not satisfied with the response, he or she has the right to discuss the issue with a Senior Director or the Executive Director directly. If they cannot fulfill the employee's expectations and the conflict persists, the employee may decide to bring the matter, in writing, to the attention of the President of the Board of Directors. The Board of Directors' decision will be final.

### **Program Planning and Evaluation, and Service Delivery**

DRA is dedicated to providing programs and services that promote, support, and value the healthy development of children. All program and activity plans for children, ages 6 to 12, must follow the Design Guidelines according to HIGH FIVE® and be implemented in ways that support and reflect the HIGH FIVE® Desired Outcomes for Children in Recreation and Sport and the HIGH FIVE® Commitment to Children.

It is a priority for staff, volunteers, and community partners who provide various services and programs at DRA to work collaboratively and cooperatively to keep one another informed of situations that could impact the quality of DRA's programs and services. Members of the management team are to work collaboratively in planning for, and making changes to, facility use and designating program and storage space. Facility use must reflect best practices as required from various perspectives (Health and Safety, City of Ottawa requirements, High Five®, etc.)

Program planning is recognized as an important process at DRA and includes consultation with other industry leaders, key stakeholders, current and prospective participants, and facility staff.

Written program plans are reviewed and approved by a Supervisor/Manager prior to being implemented by leaders and instructors. The implementation of program plans is monitored during each session by a supervisor or manager to ensure ongoing quality program delivery.

Children's programs, for those between the ages of 6 and 12, are formally and routinely assessed using the HIGH FIVE® QUEST2 tool. New programs and those that may require the most improvement will be given priority for assessment.

It is important that parents and participants are aware of DRA's involvement in HIGH FIVE® and our commitment to providing quality children's programs. This is noted and profiled within all program promotion and in parent/participant communication strategies including the website and parent handbooks.

# ***EMPLOYMENT PRACTICES***

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## **Job Postings**

DRA believes in promoting employees from within and has established a job-posting program to give all employees an opportunity to apply for positions that they are interested in and for which they are qualified. All full time positions are open to competition when vacant. All vacancies are posted on the company website for a minimum of 7 days. Concurrent external advertising will occur for all positions at the Supervisor/Manager's discretion.

All salaried openings are first reviewed by the senior management team in order to evaluate and identify gaps and/or changing staff requirements as they apply to DRA's strategic planning goals. Positions may be filled temporarily by appointment (i.e. in an "acting" capacity), subject to the approval of the Executive Director. The maximum period for appointments will be six months (except for Maternity Leave positions which will be a maximum of 1 year) with the ability to extend for up to another two six month periods.

All job postings must first meet the approval of a Senior Director. Postings will include:

- the job title
- the salary/wage range
- hours of work
- the minimum hiring specifications
- the essential job functions, and;
- the closing date for applying.

To be eligible to apply for a posted position, you must: meet the position's minimum hiring specifications; be capable of performing the job's essential functions; and be an employee in good standing in terms of your overall work record.

You are responsible for monitoring job vacancy notices and for submitting your resume/application to the appropriate Supervisor/Manager by the application deadline for a specific opening.

You are required to notify your Supervisor/Manager when applying for a posted position. If you are a finalist for the position, you will be required to provide 3 references, one of which should be your current supervisor.

DRA is committed to ensuring a high quality of leadership in children's programs. Hiring criteria for leaders of children's programs require that candidates demonstrate: interest in and experience working with children; an understanding of the various aspects of child development; a caring attitude when working with children; and recognized certification in High Five: Principles of Healthy Child Development.

All facility and administrative support staff and volunteers who may be in contact with children during the course of their day at work must demonstrate their ability to



positively interact with children through the screening process.

### **Full Time Salaried Positions Selection Process**

An interview process will be used for filling all vacant full time salaried positions. Final interview panels will consist of at least two supervisory/management staff. Board members may also participate in interviewing for senior management positions. Where a conflict of interest may occur in the hiring process, the interview panel will be increased to three members.

A structured format with pre-determined selection criteria will be used for interviews to ensure maximum consistency, objectivity and fairness. Screening criteria as well as interview questions will be based on an accurate and up-to-date job description. Interviews will be structured to allow for evaluation of potential candidate's job knowledge, skills and abilities, as well as overall relevant qualities (e.g. interpersonal skills, initiative, reliability, team player, etc.). DRA is committed to serving clients in both official languages. Bilingualism is considered a preferred qualification for all positions. When appropriate, skills and competency testing may be used to assist in the selection process.

All candidates must provide at least three references when being considered for a position. For internal applicants, the name of a current Supervisor/Manager must be included. Full time program leaders are hired or placed with children only when a minimum of three successful reference checks have been conducted, showing desirable outcomes in respect to: interest and experience working with children and their attitude and demeanor when working with children and with the public.

Where more than one applicant is considered acceptable for a position, a priority list based on qualifications and interview screening score will be made. The priority list will be valid for the probationary period. If, for whatever reason, the first candidate does not work out, the position may be offered to the second candidate without going through another interview process.

A Vulnerable Sectors Police Records Check is required for all positions.

### **Part Time Wage Positions Selection Process**

An interview process will be used for filling all part time wage positions. Final interview panels will consist of at least two staff. Where a conflict of interest may occur in the hiring process, the interview panel will be increased to three members.

A structured format with pre-determined selection criteria will be used for interviews to ensure maximum consistency, objectivity and fairness. Screening criteria as well as interview questions will be based on an accurate and up-to-date job description. Interviews will be structured to allow for evaluation of potential candidate's job knowledge, skills and abilities, as well as overall relevant qualities (e.g. interpersonal skills, initiative, reliability, team player, etc.). DRA is committed to serving clients in both

official languages. Bilingualism is considered a preferred qualification for all positions. When appropriate, skills and competency testing may be used to assist in the selection process.

All candidates must provide at least three references when being considered for a position. For internal applicants, the name of a current Supervisor/Manager must be included. Part time program leaders are hired or placed with children only when a minimum of three successful reference checks have been conducted, showing desirable outcomes in respect to: interest and experience working with children and their attitude and demeanor when working with children and with the public.

Where more than one applicant is considered acceptable for a position, a priority list based on qualifications and interview screening score will be made. The priority list will be valid for the probationary period. If, for whatever reason, the first candidate does not work out, the position may be offered to the second candidate without going through another interview process.

For front-line positions in children's programs, (summer camp, out of school care, and aquatics), all candidates must succeed in demonstrating their ability to provide quality leadership to children through a pre-selection screening program.

A Vulnerable Sectors Police Records Check is required for all positions

### **Employment of Relatives**

DRA may hire relatives of employees or members of the Board, provided that relatives do not work in the same department or unit or in a supervisory relationship with another relative. "Relative" includes spouse or common-law spouse, parent, brother, sister, child or a variation of one of these relationships.

This policy will not normally apply to summer work placements, work study periods or similar jobs.

If you marry or begin a similar relationship with a current employee, there will be no violation of the policy as long as you do not supervise or report to the other employee and as long as an actual or apparent conflict of interest does not arise. Should this situation occur, DRA will try to find a suitable position within the organization to which one of you may transfer. If accommodations of this nature are not feasible, one of the involved individuals will be terminated in accordance with DRA policy.

### **Training & Development**

DRA is committed to constantly enhancing the skills, abilities and opportunities of all our employees. We believe that training and development programs to enable our workforce to prepare for changing conditions are crucial to DRA's future health and growth.

Skills and functions have been identified that will be in demand as DRA grows. Your Supervisor may recommend that you take a course in one of these areas or you may request an opportunity. Finding out about your career path and building the skills



necessary to advance along it, will greatly improve your chances for promotion.

Many activities that do not involve the classroom can also be valuable to you and DRA. Learning to fill in for someone else during a vacation or other leave of absence gives you a more valuable skill base and a wider understanding of how we do business.

Minimum standards are established for leader training content for each program type and these are reviewed annually to ensure that they represent current priorities and comply with legislated obligations and all applicable local or provincial regulations as well as current best practices in each respective program area.

All volunteers of DRA will be supervised while participating in any program by a senior program lead or manager and will receive ongoing coaching, feedback and regular assessments.

Part time staff will be provided with regular and relevant training opportunities in the following areas: positive interactions with children and parents as it relates to child care programs; conflict resolution and crisis intervention; and customer service.

Qualifications and certifications are monitored on an ongoing basis to ensure currency and compliance with standards and legislation. This includes Standard First Aid and CPR C certification, relevant fitness certifications, and High Five: Principles of Healthy Child Development for those working with children.

You can initiate the approval process for training opportunities by speaking to your Supervisor/Manager before registering for the training.

### **Orientation Program**

At the beginning of your employment with DRA, three information sessions will be provided to help you to learn about DRA.

- 1) A “corporate culture” session
- 2) An intake session
- 3) A department specific session

Each session will provide you with detailed information about working conditions, training, scheduling and all applicable rules.

To help you adjust to a new working environment and feel more at home, someone from your department will be assigned to show you around and help you understand DRA's culture, however, your Supervisor/Manager should answer all employment-related questions.

You will be given a copy of the job description for your position. Study it carefully and clarify any questions you may have with your Supervisor/Manager. Your Supervisor/Manager will also discuss with you his or her plans and expectations over the period before your first performance review.

## **Probationary Period**

The probationary period gives you a chance to decide whether you are going to like working for DRA and it allows us time to decide whether your work habits, attitude and attendance meet our requirements. The length of this mutual period of evaluation is between 3 and 6 months for all employees, depending on the position and as specified in your contract.

All DRA employees are required to successfully complete the prescribed probationary period. Upon completion of their probationary period, an evaluation will be completed and discussed in probation interviews. Your Supervisor/Manager may decide to extend your probationary period if he or she feels that more evaluation is necessary.

At any time during the probationary period, you are free to resign without giving notice and, conversely, we may release you on the same basis if we feel you are not meeting our required standards to perform the job.

If you are moving from one position to another within DRA, you may be given a trial period of up to 3 months. A trial period is similar to a probationary period except that you will be allowed to return to your former job if the trial is not successful. In this case your former job will not be permanently filled until after successful completion of the trial period.

During orientation and training, we will clearly convey to you the standards of performance that we expect our employees to maintain.

Someone will always be available for guidance and, if you have any questions regarding DRA in general or your job specifically, feel free to consult with your Supervisor/Manager, or Director.

## **Performance Reviews**

Performance evaluations at DRA are intended to be a constructive and positive experience. It should be viewed as an opportunity for employees to learn where they stand relative to their expected job performance, goals and objectives. At the same time it offers employees a chance to become involved in determining their future career development, and to map out ways in which they can be true participants in DRA's achievement of success.

Performance reviews for part time staff are delivered verbally according to a regular schedule as it relates to the job specifications. In all children's programs, leaders are continually monitored and provided with constructive feedback and guidance on an ongoing basis. Formal leader performance appraisals are done at least once during each program session or minimally once per year. All program leader appraisals reflect standards as outlined in HIGH FIVE®.

Each employee's performance is directly related to their eligibility for a salary increase. Performance reviews for full time salaried employees will be delivered following the probation period and within a year will be synchronized with DRA's annual year end

reviews of all full time staff.

Input for performance appraisals, which are based on job expectations, departmental goals and personal goals, may be determined not solely by your immediate supervisor but also on feedback from colleagues, client surveys and any senior staff who have had the opportunity to observe or work with you. Your performance over the last year will be compared against the written expectations and objectives outlined in your work plan and highlighted in the previous review. You and your Supervisor/Manager will discuss how effective you have been and how much you have contributed to DRA's achievements.

Objectives for the coming year will then be decided upon. These may include targets dictated by DRA's strategic plan, objectives for growth within your job and even personal goals. All objectives will have concrete results, will be measurable, clear and realistic, and will have a target date for completion attached. The time to ask questions about your objectives is when they are being set. Be sure to clarify how success will be measured when the goals are set, not at the end of the review period.

### **Promotions**

All job postings will be posted on the internal web site for at least 7 days. If you feel you meet the requirements for the position, advise your current Supervisor/Manager that you will be applying and then submit an application to the appropriate Manager/Director. We fill positions based on your interview, performance, experience, attendance, teamwork, education and training.

### **Length of Service**

Your length of service is calculated from your date of hire into full time service. You will continue to accumulate seniority (but not benefits) while on maternity or parental leave, on short-term disability (less than 17 weeks), or on an approved leave of absence of up to 30 days. If you are rehired by DRA following a break in service, your length of service may be adjusted at the time you are rehired, at DRA's discretion. You will be advised if your length of service has been adjusted. If your separation is less than 30 days, your prior service will be fully recognized.

### **Personnel Files**

Your personnel file is a record of facts about you and your job at DRA. Some of these facts must be collected by law for tax, Employment Insurance benefits, and pension reasons. Records of events including promotions, special assignments, training and other changes are documented. Tardiness, absenteeism, and work problems are also noted. You may submit information on community recognitions and other honors you receive. We are interested in your outside achievements and want to know about them.

It is your responsibility to advise the Administration/Payroll department of any changes in your personal information such as: home address, telephone number, banking information, marital status, dependents, beneficiary, or persons to notify in case of emergency. Your Supervisor/Manager will advise the Administration/Payroll Department

of all raises and promotions.

The contents of your personnel file will include the original contract/offer of employment, revisions via change forms or emails, performance reviews, commendations, counseling reports, records of any types of leave or extended time-off, copies of required certifications, emergency contacts, etc. No documents will be included in your employee file without your knowledge. If you disagree with an item in your file you may provide a document for the file in response.

Your file is kept confidential but you may ask to see it at any time, providing it is reviewed in the presence of a member of the Management or Administration team. Members of the Management team, the Administration Team, the Senior Directors, and the Executive Director have access to your file. Otherwise, information about you can only be released with your approval. All personnel files are kept in the Administration Department.

If you resign, retire or are terminated, we are required by law to retain your personnel file for seven years. You will be required to provide permission should you wish details of your file to be given to any other party.

### **Employee Identification**

Key employees of DRA are issued identification badges bearing their names. You are to wear your badge at all times when you are on DRA's premises. The purpose of these badges is to readily identify DRA personnel which enhances customer service and contributes to the safety and security of DRA premises.

### **In Charge Role at Dovercourt**

In January 2016 Dovercourt implemented the In Charge Role (IC). The purpose of this role is to assist in the delivery of excellent customer care and consistent facility standards in order to contribute to financial and strategic targets.

Key staff will deliver this role as part of their duties in existing roles.

#### **General Description**

1. To support the staff in the overall running of the Centre whilst on duty ensuring excellent customer service at all times in line with Dovercourt's mission statement and values.
2. Ensure and nurture consistency and quality in service delivery.
3. To assist the Program management team in the overall management of the staff, building and programs/services.
4. To adopt and promote all legislative requirements and good practice relating to equality and diversity in program/service offering and employment.
5. To ensure compliance with all health and safety requirements associated with operating a Recreation Centre.

## **Facility & Equipment Access**

Employees' who require access to DRA facilities after working hours or are assigned the responsibility of opening/closing the building, will be issued keys and an alarm code. These will be administered by the Facility Manager who will maintain a log of all codes and keys issued/ returned on a permanent basis. A Security Key Contract form signed by you is required and this will be kept in your personnel file.

Employees who are not issued keys or who do not have their keys and require keys for program delivery purposes (e.g. supply cupboards, McKellar field house, etc.), may obtain them at the reception/pool desk. These keys must be promptly returned on a day-to-day, program by program basis.

## **Service Recognition Awards**

DRA believes in the value of individual employee commitment to the achievement of its organizational goals. This commitment is recognized through service awards marking the milestones of your career. You will be presented with a memento after completing your fifth year of service and each subsequent five-year plateau. Service recognition awards are offered to all employees.

The Executive Director, Senior Director of Finance and Administration and the Manager of Finance and Administration administer the Program.

# ***EMPLOYEE CONDUCT***

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## **Absenteeism & Tardiness**

DRA expects all employees to assume responsibility for their attendance and promptness.

In the event that you will not be able to report to work on time, telephone or email your Supervisor/Manager as soon as possible prior to your normal starting time. This will allow work and meeting schedules to be adjusted. Inform your Supervisor/Manager of the reason for your absence and your likely arrival time, if you will be able to come in later.

In some positions, you are required to find a replacement for yourself before calling in your absence (unless you are too ill or incapacitated to do so). Refer to your departmental handbook for further information pertaining to your position.

If it is necessary for you to leave work early due to illness or a pressing appointment, request permission from your Supervisor/Manager as far in advance as possible, informing him or her of the reason for the absence.

Where possible, the time lost due to late arrival or early leaving should be made up later so as not to disrupt work flow or burden other employees.

When you are going to be absent for an entire day or longer, inform your Supervisor/Manager of your absence and the reason as soon as possible. For a sickness of short but unknown length, contact your Supervisor/Manager on the first day and every day thereafter. For sick leaves of longer than 3 days, you may be required to bring in a note from your doctor, on direction from your Supervisor/ Manager. Other leaves of absence, for reasons other than sickness, must be arranged ahead of time. For full time employees, you are required to complete your leave card detailing your missed work time upon your return.

Where you are required to contact your Supervisor/Manager and cannot reach him or her, attempt to speak with your department's Director. If you cannot reach that person, you may leave a message with the customer service staff stating the reason for your absence, the time you expect to return to work and a telephone number where your Supervisor/Manager may reach you. It is also important that you send your Supervisor/Manager an email with the same details so that they can have something in writing for your file.

Employees whose absenteeism, lateness or early leaving is excessive will be asked to explain their behavior and discuss ways to improve the situation. DRA's Employee Assistance Program is available to employees and volunteers who require and are willing to accept help in resolving health or other personal problems affecting their ability to attend work regularly. Employees who are unable or unwilling to improve their attendance to an acceptable level after two warnings and chances to improve may be



terminated.

If you are absent for three (3) consecutive working days without informing your Supervisor/Manager and supplying a valid reason for your absence, you will be considered to have abandoned your position. DRA will terminate your employment for just cause, and you will be informed by registered mail.

### **Guidelines for Appropriate Conduct**

DRA's reputation in the marketplace creates high expectations. Our reputation in turn depends upon the integrity and sense of responsibility of our Management Team, employees and volunteers, in whom we place great trust. The way in which that trust is discharged determines the success of DRA and the position we enjoy in the community.

In some situations, an employee's personal or business activities and interests may be perceived to be in conflict with those of DRA. It is your responsibility to identify and report any possible or actual conflict of interest to your Supervisor/Manager for evaluation, regardless of whether or not you derive a financial benefit from the outside activity or interest.

If you are uncertain whether some intended activity falls within these guidelines, discuss the situation with your Supervisor/Manager. If you are found to be in a conflict of interest over any of these grounds, you may be subject to dismissal. Types of behavior and conduct that DRA considers inappropriate include, but are not limited to, the following:

Outside Employment: You may take supplementary employment, including self-employment, unless it:

- interferes with your ability to carry out your employment with DRA;
- involves the use of DRA premises, equipment or supplies; or
- places you in a real or apparent conflict of interest with DRA. This would include an enterprise that seeks to supply goods or services to DRA, or an enterprise that competes with DRA directly or indirectly.

Gifts and Gratuities: You may accept or offer gifts or entertainment (but never cash or near cash) with a value no greater than \$100 from customers, contractors or suppliers of DRA. These gifts must not be of a nature that might suggest they are a bribe, incentive or pay-off. All gifts you receive must be reported to your Supervisor/Manager.

You may not demand or agree to accept payments, services or other incentives from contractors or suppliers of DRA that are intended as a solicitation of business.

Political Activities: Any employee of DRA who is nominated as a candidate in a federal, provincial or municipal election must take an unpaid leave of absence beginning on the day the nomination is announced. If the employee is successful in the election, he or she must resign effective the day the unpaid leave began. If the employee is unsuccessful, he or she is entitled to return to work effective the day after the election.

Outside Directorships: DRA encourages its employees to become involved in charitable, civic and industry groups. However, before accepting a position or directorship with such an organization, you must obtain approval from your Supervisor/Manager to ensure that there is no conflict of interest and that your outside duties will not conflict with your job.

Public Appearances: You may not speak publicly to a meeting, conference or seminar, or to the media, on any topic that involves DRA or your work or expertise within DRA, unless you have the prior approval of your Supervisor/Manager.

### **Confidentiality of Information**

Confidential information about DRA, its customers, clients, suppliers or employees should not be divulged to anyone other than persons who are authorized to receive such information. This policy applies to all DRA employees, contractors and volunteers. When you are in doubt as to whether certain information is confidential, seek management approval before disclosing it to anyone. All media questions should go through the Executive Director and/or a member of the Executive of the Board of Directors

Confidential information pertaining to finances, private business activities and plans of DRA are considered DRA's property. Use of such information for personal advantage or private speculation is strictly forbidden.

Confidential information obtained as a result of employment with DRA may not be used for furthering any private enterprise, or as a means of making personal gains. Use or disclosure of such information can result in civil or criminal penalties, both for the individuals involved and for DRA.

In the course of any job, you may become aware of personal and confidential information. DRA depends on the maturity and loyalty of each and every employee to keep private any such information and to keep confidential any personal matters discussed.

A breach of confidentiality is a serious matter and may result in discipline up to and including dismissal.

### **Security of Property & Theft**

Preserving and safeguarding DRA's property is the responsibility of every employee. Equipment, materials and supplies are the property of DRA to be used only for organizational business, and must be protected from theft, misuse or damage. Also, no property may be borrowed without the authorization of your Manager/Supervisor. This policy does not extend to property intended for the use of individual employees who regularly travel with it, such as DRA program equipment or cell phones.

Theft or unauthorized use (without your Manager/Supervisor's permission) of DRA's property or of a fellow employee's property while at work may result in dismissal and/or in criminal charges. DRA property includes but is not limited to: Vans, Bouncy House, Cotton Candy Machine, PC's, laptops, other IT hardware and software, sound equipment and Program equipment.



## **Personal Appearance**

DRA believes that the success of our organization is determined in part by establishing and maintaining a proper business atmosphere. You are, therefore, expected to present yourself in a professional fashion. Please present yourself in a manner consistent with the nature of your work, remembering that you are the face of the organization. If there are questions as to what constitutes proper attire, you should consult your Manager/Supervisor.

You are also expected to observe good habits of grooming and personal hygiene at all times, and to avoid any personal practices or preferences that may prove offensive to others. This includes wearing excessive scents or perfumes which may be an issue for those who have allergies or are prone to scent sensitivities.

An employee who, is improperly dressed or has offensive odors, in the opinion of management, will be asked to address the concern and return to work in acceptable attire. This time away will be considered unpaid personal time off.

## **Attitude & Conduct**

DRA expects all employees to maintain a level of personal conduct that will not reflect negatively on themselves or on DRA. Employees whose conduct compromises the integrity of DRA may face disciplinary measures and the possibility of dismissal.

No employee should act in any way that will diminish the credibility of any other employee, supplier or other business contacts of DRA.

DRA expects all of its employees to be courteous at all times and to convey a friendly, approachable image to its suppliers, customers and fellow employees. Whether it is a telephone call or personal meeting, you are DRA to the person with whom you are conducting business. This same courteous attitude is also expected of you in dealing with your fellow employees.

Yelling, swearing, using insulting or abusive language, and fighting are strictly forbidden in all work-related situations. See section on Workplace Harassment, Violence and Sexual Harassment in this Manual.

## **Shared Office Space**

The limited space available for offices at DRA means that most offices are shared spaces. The following protocols are to be followed at all times:

- Part-time employees are to discuss and arrange with their Supervisor/Manager, reserved times and space where desk and computer work will be done.
- Meetings will take place in shared office space only if arrangements have been made well in advance and all employees who normally use the space are agreeable. In the event of an urgent issue that requires a private place to discuss confidential matters, an appropriate place must be found to ensure the employee has confidence in the confidential treatment of the situation.

- If you wish to use a desk, telephone, or computer that is not normally reserved for your use, do so only with the approval of your Supervisor/Manager or a Director/Senior Director.

### **Telephone Usage**

DRA has outlined guidelines for appropriate conduct and attitudes, and expects you to check with your Supervisor/Manager if you are uncertain about engaging in any activity.

**Telephones:** Although telephones are regularly available to office employees, personal telephone business is to be conducted during your lunch hour or your breaks. Particular attention should be given to ensure that a personal call is not made if it results in no free lines being available for business use. DRA restricts the use of long distance calls from the organization's phones and those found to be using this in excess will be asked to justify the use and/or pay for these costs personally.

**Personal Cell phones:** Personal telephone business is to be conducted during your lunch hour or your breaks. Personal cell phones are to remain off or without sound during your regular work hours.

**DRA Issued Cell Phones:** DRA issued cell phones are to be primarily used for business purposes. Excessive personal use of DRA issued cell phones will result in a request for reimbursement of the increased cost and may result in loss of this privilege. DRA issued cell phone numbers will be available for all to call in the event of need.

### **Computer Use**

#### **General Use and Ownership**

- While DRA's network administration desires to provide a reasonable level of privacy, users should be aware that the data they create on the corporate systems remains the property of DRA. Due to the need to protect DRA's network, management cannot guarantee the confidentiality of information stored on any network device belonging to the organization.
- Employees are responsible for exercising good judgment regarding the reasonableness of personal use. If there is any uncertainty, employees should consult their Supervisor/Manager.
- For security and network maintenance purposes, authorized individuals within DRA may monitor equipment, systems and network traffic at any time.
- DRA reserves the right to audit networks and systems on a periodic basis to ensure compliance with this policy.
- The use of non-DRA property on DRA's network should be approved by the Senior Director: Finance and Administration and is subject to all provisions of this policy prior to its use.

#### **Security and Proprietary Information**

- Employees must keep passwords secure and not share accounts. Authorized users are responsible for the security of their passwords and accounts.

- All devices used by the employees that are connected to the DRA Internet/Intranet/Extranet, whether owned by the employee or DRA, shall be continually executing approved virus-scanning software with a current virus database unless overridden by departmental or group policy.
- Employees must use extreme caution when opening e-mail attachments received from unknown senders, which may contain viruses, worms, e-mail bombs, or Trojans.

### **Unacceptable Use**

The activities listed below are, in general, prohibited. Employees may be exempted from these restrictions during the course of their legitimate job responsibilities (e.g. systems administration staff may need to disable the network access of a host if that host is disrupting production services). Under no circumstances is an employee of DRA authorized to engage in any activity that is illegal under local, provincial, federal or international law while utilizing DRA-owned resources. The list below is by no means exhaustive, but attempts to provide a framework for activities which fall into the category of unacceptable use.

### **System and Network Activities**

The following activities are strictly prohibited, with no exceptions:

- Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by DRA.
- Accessing for any use pornographic or violent websites from any DRA computer or cell phone.
- Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which DRA or the end user does not have an active license is strictly prohibited.
- Introduction of malicious programs into the network or server (e.g. viruses, worms, Trojans, e-mail bombs, etc.).
- Revealing your account password to others or allowing use of your account by others. This includes family and other household members when work is being done at home.
- Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a server or account that the employee is not expressly authorized to access, unless these duties are within the scope of regular duties. For purposes of this section, "disruption" includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes.
- Executing any form of network monitoring which will intercept data not intended for the employee's host, unless this activity is a part of the employee's normal job/duty.

- Circumventing user authentication or security of any host, network or account.
- Interfering with or denying service to any user other than the employee's host (for example, denial of service attack).
- Using any program/script/command, or sending messages of any kind, with the intent to interfere with, or disable, a user's terminal session, via any means, locally or via the Internet/Intranet/Extranet.

### **Email and Communications Activities**

The following activities are strictly prohibited with no exceptions:

- Sending unsolicited email messages, including the sending of "junk mail" or other advertising material to individuals who did not specifically request such material (email spam).
- Any form of harassment via email, telephone or paging, whether through language, frequency, or size of messages.
- Unauthorized use, or forging, of email header information.
- Creating or forwarding "chain letters", "Ponzi" or other "pyramid" schemes of any type.

### **Software Installation Policy**

- Employees may not install software on DRA computing devices operated within the DRA network unless that software is available for installation on the internal network.
- Should an employee require the use of software that is not currently available for install on the network, it must be approved your manager then forwarded to the Senior Director: Finance and Administration for installation before deployment.

### **Social Media Policy**

As a condition of employment DRA requires that all employees observe the following guidelines when referring to DRA's programs, activities, participants, volunteers and other employees, in a blog or website.

- Employees must be respectful in all communications and blogs related to or referencing DRA, its participants, volunteers and/or other employees.
- Employees must not use obscenities, profanity or vulgar language.
- Employees must not use blogs or personal web sites to disparage DRA programs, participants, and/or other employees of the organization.
- Employees must not use blogs or personal web sites to harass, bully or intimidate other employees, volunteers or program participants. Behaviors that constitute harassment and bullying include, but are not limited to, comments that are derogatory with respect to race, religion, gender, sexual orientation, colour, or disability; sexually suggestive, humiliating or demeaning comments and threats to stalk, haze, or physically injure another employee or participant.
- Employees must not use social media to discuss engaging in conduct that is prohibited by DRA's policies including, but not limited to, the use of alcohol and drugs, sexual behavior, sexual harassment, bullying and illegal activities.

- Employees must not post pictures of participants, visitors, volunteers and/or other employees on Facebook, Twitter or web sites without first obtaining their written permission.
- The use of DRA's name, logos and/or mascots is not allowed without written permission from the Executive Director.

Any employee found to be in violation of any portion of this Social Media Policy (Social Networking and Blogging) will be subject to immediate disciplinary action, up to and including termination of employment.

### **Written Communications**

When you communicate with anyone outside the organization, you represent DRA to them. Always be careful that your language and manner reflect professionalism, respect and a high level of customer service to our suppliers, clients and the general public. All written communications should avoid all forms of discrimination, in order to comply with Human Rights legislation.

It is the practice of DRA that all communications sent out should be consistent in format, in the interest of professionalism. Please follow the prescribed format guidelines for both letters and memorandums. An authorized version of the DRA logo is to be used on all letterhead, packaging and promotional material. All communications and marketing material must conform to the guidelines laid out in the *Dovercourt Communications Handbook* (currently in production). Until complete, all communication should conform to the standards as included on the network. If there is any doubt, permission in advance must be sought from the Director of Marketing.

### **Customer Service**

Our program participants and patrons pay our wages and should always receive excellent customer service by all employees.

Greet everyone by name and with a smile whenever possible. Never ignore someone who is waiting to receive attention, even if it is not your explicit duty to do so. Be prepared to answer any questions, or get someone who can whenever approached by a customer. Customer satisfaction depends on customers getting the service they expect they should in all aspects of the Centre's operation, from the front desk to the Kindercare room to the individual instruction they receive. All DRA employees are responsible for providing a high quality of customer service.

### **Record Keeping**

Personal contact information will be kept on file (in our registration system) for each participant in our programs and will include:

- participant's name, address and phone number;
- parent/legal guardian name(s), home address, email address, home, work and cell phone numbers;
- health conditions including allergies and identification of special needs, when provided

- for children, where applicable, the names and phone numbers of alternative adults with permission to sign the child out.

## **Public Relations**

The Executive Director is responsible for dealing with unsolicited media attention. In his absence, one of the Senior Directors will be available to speak to the media. Whenever possible, a member of the Executive of the Board of Directors should be apprized in advance. If the Senior Director has any reservations about speaking with the media, they should refrain from doing so until the Executive Director is available.

Program managers wishing to embark upon a media campaign as part of promotional efforts for their program and services are to notify their Director.

## **Disciplinary Procedures**

DRA strives to create a long-term relationship with its employees. Our primary goal is to provide a positive environment through training, development and strong management that will allow both you and DRA to achieve excellence. DRA has developed fair and constructive disciplinary procedures that we feel encourage improved performance in the workplace.

The authority to discipline is entrusted to immediate Supervisors, Managers and department Directors. Discipline is intended to be constructive in correcting an employee's unacceptable conduct or performance issues. The Supervisor/Manager will identify promptly and positively that a deficiency exists in performance or conduct. He or she will then investigate and obtain all pertinent facts concerning the deficiency before disciplinary action is taken. The individual will be informed of the problem and given a chance to discuss it with his or her Supervisor/Manager. Depending on the severity of the problem and its history, one of several actions might be taken:

- Verbal Reprimand - Performance expectations are reviewed and clarified with immediate Supervisor.
- Written Reprimand - Immediate Supervisor/Manager meets with the employee. Performance objectives are set with specified target dates. A written summary of the problem and objectives are placed in the employee's file and a copy given to the employee (Employee Counselling Form). A follow-up meeting date is set for review.
- Suspension (with or without pay) – In particular circumstances it may be necessary for DRA to suspend an employee's employment. This action will occur at the discretion of the Executive Director only. The Executive Director, Supervisor/Manager and the employee will meet to discuss the issue and written notice will be provided to the employee revealing the terms and conditions of the suspension. A follow-up meeting date will be set for review and determination of next steps will be explained then.
- Dismissal. The decision to terminate an employee rests with the Executive Director. Where the steps of the disciplinary process have been followed and performance objectives have not been met, the employee may be terminated without further



notice.

Acute offences are those that are clearly identifiable and call for immediate reaction. Examples include but are not limited to: misappropriation of funds, unauthorized use of facilities, and/or equipment/assets, sexual harassment, violence, or abusive behavior towards a client, volunteer or fellow employee. For these, the penalty may be applied without delay, up to and including dismissal. Chronic offences involve a continuing pattern of less serious infractions, such as reporting inaccurate work hours or substandard work. These offences may be more appropriately handled by working up through the various levels of discipline (progressive discipline). A separate disciplinary process will be followed for distinct and unrelated infractions.

DRA hopes to provide an opportunity for improvement to any employee whose performance or conduct has created a problem, although that may not always be possible to do.

### **Termination of Employment**

Termination With Cause: In the event of cause, DRA may terminate your employment at any time without notice. Upon termination you will be paid all salary and vacation pay owing.

Termination Without Cause: In the event of termination of your employment, DRA will apply the regulations as outlined in the Employment Standards Act and/or other applicable legislation. The Executive Director is responsible for approving and executing any non-voluntary terminations.

Resignation: You may resign on giving DRA two (2) weeks of prior written notice of the effective date of your resignation. On receipt of your two (2) weeks of notice of resignation, DRA may elect to pay you two (2) weeks salary in lieu of notice, in which case your employment will terminate immediately.

### **Exit Interviews**

Employees who leave DRA are encouraged to participate in an exit interview so that they may discuss their work experience at DRA, their reasons for leaving, and to be informed about DRA's policies affecting them. An interview time will be scheduled with the departing employee and another Director or Manager from outside the department they are employed in. This will ensure that DRA will receive honest and complete feedback on their employment experience.

### **Department Handbooks**

Employee Department Handbooks are distributed to all new employees. These are to be kept by the employee for reference and employees should file all updated information with the handbook as they receive it. Handbooks spell out the workplace rules and regulations that apply to specific departments and types of jobs. In the case of conflicting information, this Policy & Procedures Manual will be considered authoritative. Handbooks that are in various stages of production are:

- 1) Aquatics Handbook
- 2) Out Of School Handbook
- 3) Camps Handbook
- 4) Sessional Handbook
- 5) Recreation Staff Handbook
- 6) Fitness Handbook
- 7) Facility Maintenance Handbook
- 8) Customer Service Handbook
- 9) Finance Manual (2014)
- 10) Health and Safety Manual (2015)
- 11) Marketing/Branding Handbook
- 12) Communication Handbook (2017)



# ***HEALTH, SAFETY & SECURITY***

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## **Health & Safety**

DRA recognizes the importance of respecting all of its resources and assets, both human and material. Our foremost concern is for the safety and wellbeing of our employees, clients, and visitors. In fulfilling this commitment, DRA will provide and maintain a safe and healthy work environment for all employees in compliance with legislative requirements and industry standards.

All employees share equally in the responsibility for reducing accidents and time lost by performing our jobs in a safe and healthy manner as prescribed by the DRA Health and Safety Policy.

Injuries and costly property damage losses can be controlled through good management systems and practices, combined with your active involvement and co-operation.

## **Health & Safety Enforcement & Discipline**

It is everyone's responsibility to observe and promote safe work practices and a healthy workplace. All supervisors have the responsibility to see that everyone works safely, and that safe and healthy work conditions are maintained. Safety training will be provided for all employees operating equipment or working around equipment. Unacceptable health and safety performance will not be tolerated.

You are expected to observe safety rules, use any protective equipment provided, and immediately report any hazardous conditions or injuries to your Supervisor/Manager. You will not be discriminated against or disciplined for reporting a legitimate safety concern or hazard, or for refusing unsafe work.

Anyone not observing safety rules will be subject to corrective disciplinary action.

## **Minimizing Risk for Individuals with Severe Allergies**

DRA is a “nut aware” facility, and as such, all facility staff and users make every effort to prevent the inclusion of nuts or nut products in any form, in any meals or snack items in the Centre.

If, a full or part time employee or volunteer is diagnosed as being potentially anaphylactic in response to any allergen or circumstance, they are required to let their Supervisor/Manager know upon hiring to ensure that the proper education, prevention and accommodation plans can be put in place. DRA requires documented evidence of this from a physician, generally in the form of an allergy/anaphylaxis action plan.

## **Occupational Health & Safety Training**

As part of the orientation and training process, all new employees will receive instructions on job safety and will be warned of workplace hazards to health and safety according to the provisions of all legislative standards. Job hazards and safe procedures will be explained fully to you before you begin work. All Supervisors and Managers have the responsibility for properly training the employees reporting to them, ensuring that everyone works safely, and maintaining safe and healthy working conditions.

New requirements under the Occupational Health and Safety Act (OHSA) require all employees to take and pass the Supervisor Worker training (2 modules) as defined by the OHSA. Dovercourt has a Health and Safety Policy Statement (Appendix 5) which is reviewed and updated annually. Both these documents are displayed on staff notice boards as well as on the bulletin boards throughout DRA.

DRA believes in a working environment that is safe and healthy for every person at all times. Workplace Hazardous Material Information System (WHMIS) is a national system designed to ensure that everyone working with chemicals is properly informed and uses them according to health and safety procedures. WHMIS applies to hazardous materials known as controlled products.

The supplier for every controlled product we purchase must provide a Material Safety Data Sheet (MSDS). The Maintenance Manager inventories and keeps all MSDS sheets on file. The MSDS describes the hazard created by the product, safe handling procedures and the steps to take if you come into contact with the product. The inventory list will be posted at all times on the staff notice boards inside the door to the upstairs and downstairs offices of DRA and in the kitchen at McKellar Park Field House. Other current WHMIS information will be posted on these notice boards. Always check the MSDS if you have not handled the product before or are unsure about the proper procedure. A container of any controlled product will be labeled according to its hazard and the MSDS will be available to anyone dealing with it.

If you will be required to use or come into contact with controlled products, you will receive WHMIS training in their proper handling. Furthermore, you will be required to complete an annual training and online quiz for WHMIS. This training will be updated and reinforced periodically. If you need further information at any time, please check with your Supervisor/Manager or the Facilities Manager.

## **Joint Health & Safety Committee**

The Joint Health and Safety Committee (JHSC) is an advisory group of employee and management representatives. The workplace partnership to improve health and safety depends on the Committee. The Committee meets at least once every three months to discuss health and safety concerns, review progress and make recommendations. Committee members' names are posted on the staff notice boards along with other Occupational Health and Safety information. On March 1, 2016, new JHSC training standards come into effect, and some members of a JHSC must receive training called 'certification' to perform their duties effectively. Please refer to Appendix 6 for more information on the certification of the JHSC members.

The Committee's main purpose is to identify hazards, such as equipment, substances, procedures, working conditions or anything else that may endanger employees' or visitors health and safety. To a large extent, this purpose is achieved by carrying out workplace inspections. The Committee has the power to make recommendations to DRA's management and employees on ways to improve workplace health and safety.

The DRA workplace is examined at least once every three months by members of the Joint Health and Safety Committee to identify potential and actual hazards associated with buildings, equipment, environment, processes and practices. The inspection should also identify any hazards that require attention, and recommend corrective action. Among the hazards that will be identified are: unsafe conditions, unsafe behaviors, health hazards, and non-compliance with regulations. Any hazards that are noted are recorded on an inspection form that is filed with the relevant Department Manager(s) and the Committee. Subsequent inspections will report on action taken to alleviate these hazards.

You are encouraged to bring your health and safety concerns to the attention of the Committee. Your identity will remain confidential and you will not be discriminated against or disciplined for coming forward.

### **Maintenance & Housekeeping**

It is your responsibility to help keep our work area tidy and safe for your health and for everyone else's. This responsibility includes the following rules:

- Make sure that corridors, doorways, stairs and fire exits are accessible.
- Do not run in corridors and be careful when approaching corners and opening doors.
- Do not permit flammable material to accumulate where it could create a fire hazard.
- Report broken or malfunctioning equipment promptly to your supervisor or a manager.
- Keep the floor around your work area clean.
- Keep filing cabinet drawers closed.
- Remember, a clean and safe workplace is everyone's responsibility.

### **Right to Refuse Unsafe Work**

The right to refuse unsafe work is law for workers in Ontario and DRA fully supports this law. If you have reason to believe that any equipment, machine or device is likely to endanger you or a co-worker, speak to your Supervisor/Manager immediately.

Management will be informed of the situation, and your Supervisor/Manager and a Joint Health and Safety Committee member, will investigate your concern with you. This should resolve the situation or satisfy your concern.

If you still have reason to believe that you could be in danger, you may be assigned to other reasonable work and a government inspector will be contacted to assist in a further

investigation. No reprisals will be taken against any employee who acts in compliance with, or seeks enforcement under the provisions of provincial health and safety legislation.

### **Personal Protective Equipment**

Where DRA feels it is in the interests of safety and health for you to wear protective clothing or equipment, the wearing of this clothing or equipment is a condition of your employment. You will be trained in the proper use and maintenance of this clothing and equipment. Areas of the workplace where the wearing of safety equipment is mandatory are clearly marked.

If you are required to wear safety shoes or safety boots, you will be reimbursed \$100.00 each year by DRA upon providing proof of purchase of a pair of approved safety shoes or safety boots.

Where your department requires other protective clothing and equipment, DRA will supply the required clothing and equipment, except where it is of a personal nature.

### **Accident Reporting & Workers' Compensation**

If you are involved in any type of occupational injury or illness, you must report the situation immediately to your Supervisor/Manager and make arrangements to complete an incident form right away. Incident forms are kept at both Customer Service Desks and by all Managers. This form assists us in determining basic causes of accidental injury and illness so that we can improve working practices and prevent a recurrence.

The Joint Health and Safety Committee and management investigate all accidents. The provincial labor department also investigates serious or fatal accidents. Let your Supervisor/Manager know as soon as possible if the injury or illness requires medical attention or will prevent you from performing your work duties. All serious accidents are reported to the Ministry of Labour by a Senior Director.

Any employee (but not self-employed workers) prevented from performing his or her regular work with DRA, on account of an occupational accident that is recognized by the Workers' Compensation Board (WCB) as compensable, and that occurred during the course of their employment, will receive benefits during this period off work. DRA is not a member of Workplace Safety Insurance Board (WSIB) and as such has alternative insurance policies which cover full time, part time and volunteers. Self-employed workers who do contract work (invoice DRA for their services and are not on DRA Payroll) for DRA are encouraged to have their own personal disability insurance plan in place.

### **Smoking in the Workplace**

DRA is dedicated to providing a healthy, comfortable and productive work environment for our employees.

Secondhand smoke is a known health hazard and will be treated in the same manner as any other health hazard, i.e., removal from the workplace so as not to place employees at

risk. This goal can be achieved only through efforts to protect non-smokers and to help smokers adjust to restrictions on smoking. Smokers who wish to obtain information on smoking cessation programs should contact the DRA's Employee Assistance Program.

DRA follows the Smoke Free Ontario Act and as such smoking will not be permitted in any building or program location that is associated with DRA. Smoking is only permitted in areas that are a minimum of 9m from any programmable area. Smokers are required to respect that they are not to smoke near any entrances, openings (Windows/Doors), or air intake locations.

The success of this policy will depend upon the thoughtfulness, consideration and co-operation of smokers and non-smokers. All employees share in the responsibility for adhering to and enforcing the policy. Any conflicts should be brought to your Supervisor's attention and, if necessary, referred to the Executive Director for a final decision. In all cases, the right of the non-smoker to protect his or her health and comfort will take precedence over an employee's desire to smoke.

People who violate the smoking policy will be subject to disciplinary action.

### **Substance Abuse**

DRA recognizes that substance abuse is a danger to the health and safety of its employees and the public, but at the same time addictions are considered a disability by the Ontario Human Rights Commissions.

Alcohol (except for occasions where liquor permits have been issued) and illegal drugs are not permitted on DRA property. Employees under the influence of illegal drugs or alcohol at work may be subject to disciplinary action up to and including dismissal. Employees who report to work under the influence of illegal drugs or alcohol will be sent home immediately. Alert your Supervisor/Manager when you are taking any legitimate prescription or over-the-counter medications that may hamper your performance so that your work assignments may be adjusted.

DRA's Employee Assistance Program is available to help DRA employees and volunteer. We urge you to avail yourself of these services if you face substance abuse problems (See Employee Assistance Program section in this Manual)

# ***COMPENSATION PRACTICES***

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## **Classifications of Employment**

For purposes of salary administration, DRA classifies its employees as follows:

### **Indeterminate Agreements**

Indeterminate positions have no defined terms in the agreement and are filled through open competitions. These competitions may be internal postings or external competitions depending upon the circumstances.

1. Permanent Full Time Salary (PFTS) – Salaried Employees work DRA's normal, full-time, 40-hour work week with no defined end date on their agreement.
2. Permanent Full Time Hourly (PFTH) – Hourly Employees work DRA's normal, full-time, 40-hour work week with no defined end date on their agreement.
3. Permanent Part Time Hourly (PPTH) – Hourly Employees whose weekly work schedules may fluctuate and are dependent upon registration and participation levels each session. Their agreement has no defined end date.

### **Term Agreements**

Term positions are for a maximum one-year term and have a defined start and end period, after which the position may be renewed for a new defined term without competition where performance has been satisfactory. Employees will be given at least 30 days' notice when an agreement will not be renewed.

1. Term Full Time Salary (TFTS) – Salaried Employees who work DRA's normal, full time, 40-hour work week for a defined term as outlined in their agreement which indicates a specified end date.
2. Term Full Time Hourly (TFTH) - Hourly Employees who work DRA's normal, full time, 40-hour work week for a defined term as outlined in their agreement which indicates a specified end date.
3. Term Part Time Hourly (TPTH) - Hourly Employees whose weekly work schedules may fluctuate and are dependent upon registration and participation levels each session. Term employees are employed for a defined term as outlined in their agreement which will indicate a specified end date.

### **Contractors**

Contractors are not employees of DRA and as such are not on DRA payroll. Contractors are required to carry their own liability insurance naming DRA as an additional insured and are responsible for their own government remittances. Each contractor is required to sign a DRA contract, give DRA a copy of their liability insurance plus keep it updated



from year to year and remit invoices outlining HST and payment terms for payment.

Appendix 1 provides a summary chart for these classifications. Please direct any questions regarding your employment classification to your Supervisor/Manager.

**All agreements must be completed by the Supervisor/Manager using the approved DRA templates.**

### **Salary & Wage Administration Programs**

DRA endeavors to pay competitive salaries/wages. In line with this objective, DRA regularly reviews its wage and salary scales to ensure that they are kept in line with local economic conditions.

Each position at DRA has been studied and assigned a salary/wage level. Each level has been assigned a corresponding salary/wage range. Periodically, DRA may revise its job descriptions and evaluate individual jobs to ensure that they are rated/appropriately, and review the job specifications to ensure that they are up to date.

For full time positions, the Director/Manager, in consultation with the Senior Director/Executive Director determines the starting salary and makes an offer of employment. The Director confirms the offer by letter outlining the terms and conditions of employment.

Your salary/wage will be reviewed on an annual basis.

Questions regarding our salary administration program or your individual salary should be directed to your Supervisor/Manager or the Finance/Administration Department.

### **Job Descriptions & Job Evaluations**

Supervisors, Managers and Directors develop and maintain a clear structure of the job responsibilities for each of the staff position within their areas, as well as ensuring that the salaries and wages relative to these staff positions are in line with current Company Salary/Wage levels. Each Supervisor, Manager and Director will make every effort to maintain complete and up-to-date job descriptions for each position that has a direct reporting relationship.

***NOTE: All DRA job descriptions include the phrase “hours of work may entail evening and week-end shifts”.***

### **Work Hours**

The work week for most full time employees is 40 hours but depending on the position, this may vary between 35 and 40. Evening and week-end working hours are often required for special events, training sessions, registration periods, etc. Most time employees are expected to post their work hours on the management hours log for each week at least one week in advance but exceptions do apply.

If you are a part-time employee, your working hours and schedule will be arranged by your Supervisor/Manager. All part time shifts that exceed 5 hours are entitled to a one half-hour unpaid meal break away from their duties. By written agreement, this may be split into 2 distinct breaks that total 30 minutes.

Part time employees' daily and weekly work schedules may be changed from time to time at the discretion of DRA to meet the varying conditions of our business. Changes in work schedules will be announced as far in advance as possible.

### **Home Work & Flexible Work Arrangements**

It is DRA's policy to occasionally permit working at home for a temporary period, with permission from your Supervisor/Manager. It is expected that this request will not be made frequently and will be accompanied with a valid justification.

Flexible working arrangements, such as job-sharing and flexible hours, must be arranged with your department Director on an individual basis. In your proposal, you will need to address the following questions:

- What business/operational problem will this arrangement address?
- How will this arrangement affect the department's productivity?
- How will it affect other employees?
- Will you be available when needed?
- How can your work be monitored?
- How can your performance be reviewed?
- How will this affect your salary, benefits, position and career?
- How will you and DRA ensure a safe working environment?

A written summary/memo clarifying the issues above, and signed by your Supervisor/Manager, is to be placed in your personnel file.

### **Flex-time**

The core work week for most full time employees consists of a total of 40 hours a week but depending on the position, this may vary between 35 and 40. With the approval of your Supervisor/Manager, DRA allows you to “flex” the start and end times of your work days, providing you maintain the same total hours in a week. DRA assumes you will be on site and available between “core” hours of 10:00 am - 3:00 pm unless Customer Service has been notified otherwise. Up to 2 hours may also be taken for a lunch period as long as the time is made up at either the beginning or the end of the day. Flextime is used to make up for overtime required on evenings and weekends due to operational requirements (training, special events, etc.).

It is important to note that flex time cannot be accumulated to the point that it becomes vacation time (i.e. in excess of 1 day or 8 hours), it should be used up within 2 weeks of earning it. Furthermore, flex time (lieu time) cannot be carried across calendar years.



## **Recording Work Hours**

**Hourly employees:** It is part of your job duties to keep honest and accurate records of your work hours. Your hours need to be entered into VEGA and available for approval no later than the end of your last shift for each bi-weekly pay period. Your Supervisor/Manager will instruct you as to how and when to enter them. If you notice an error or omission in your pay statement or other records, please bring it to your Supervisor's/Manager's attention as soon as you notice it. Repeated failure to submit your hours on time may lead to disciplinary action.

**Salaried employees:** It is part of your job duties to record your weekly hours on management team hours located on the company website each week as well as keeping your Leave Card up to date. We do our best to keep accurate records of your vacations, sick days, personal days and leaves of absence however, it is your responsibility to help ensure these stay accurate and current. If you notice an error or omission in your pay statement or other records, please bring it to your Supervisor's/Manager's attention as soon as you notice it.

## **Overtime**

Overtime work must be authorized ahead of time, based on a real and immediate need. Extra hours worked without a specific request from your Supervisor/Manager, or for short and irregular periods, or to make up for time off for medical appointments or sick leave, are considered part of your job responsibilities and are not eligible for compensation.

**Full time employees:** Full time employees are not eligible for overtime pay. Instead see flex-time policy.

**Part-time Employees:** When overtime is required, it will be paid at time-and-a-half for all hours worked beyond 44 hours in any given work week.

You will receive overtime pay in the following pay period, provided that your hours have been properly recorded and approved in VEGA within the correct time period.

Your Supervisor/Manager will attempt to provide reasonable notice when the need for overtime work arises. Please remember, however, that advance notice may not always be possible. You, as an employee, have the right to decline the overtime hours as offered.

Certain roles within DRA are exempt under the Employment Standards Act from overtime pay, including camp staff.

## **Regular Pay Procedures**

All DRA employees are normally paid biweekly through Electronic Funds Transfer (Direct Deposit) on the Thursday following each 2 week pay period. If a scheduled payday falls on an organization-observed holiday, you will be paid on the day preceding the holiday.

All required deductions, including Income Tax, Canada Pension Plan and Employment

Insurance, and all authorized voluntary deductions, will be withheld automatically from your pay.

Your paystub will be securely delivered by email to an address you specify. Passwords will be established during your orientation session. In the event that a cheque is required, you will receive a hardcopy paystub attached to your cheque.

Please review your pay stub for errors. If you find a mistake, report it to your Supervisor/Manager immediately. Your Supervisor/Manager will assist you in taking the steps necessary to correct the error.

### **Expense Reimbursement**

Employees may request an advance to cover expenses where approved services and products are not prepaid or cannot be paid with a DRA Credit Card. In order to request an advance, complete either an expense form or a cheque request. You are required to follow up after using your advance with an expense form to ensure accountability and accurate financial coding.

#### **Meals**

DRA employees shall be reimbursed for meals consumed while attending DRA sponsored activities using a DRA expense form based upon the applicable meal per diem for each meal: Breakfast (\$15.12), Lunch (\$15.30) and Dinner (\$40.50) which is equivalent to 90% of the Government of Canada's approved rate as outlined by the National Joint Council. (2016 DRA figure is \$70.92/day).

#### **Mileage**

The kilometric rates payable for the use of privately owned vehicles driven on authorized travel are reimbursed at the rate of 90% of the Government of Canada's approved rate as outlined by the National Joint Council. (2016 DRA figure is 50 ¢/kilometer).

Full time salaried staff, with the approval of the department's Director, may receive from \$50.00 to \$150 each November for miscellaneous mileage expenses incurred throughout the calendar year.



STD Max. Benefit Period:	17 Weeks
LTD Wait Period:	17 Weeks

Please see Dovercourt's more detailed Long Term Disability Policy in **Appendix 7**.

### **Jury & Witness Duty Leave**

If you are summoned for jury duty or receive a summons or subpoena to appear as a witness in a court proceeding not resulting from your private affairs, you will receive your regular pay. You will be required to forward any jury or witness fees paid by the courts to DRA, with the exception of parking or lunch monies. Please advise your Supervisor/Manager in writing as far in advance as possible of any expected jury or witness duty leave request.

### **Bereavement & Compassionate Leave**

**Term and Permanent Full Time Employees:** When a death occurs in your immediate family, you will be granted 5 consecutive days paid leave of absence immediately following the death for the purpose of arranging or attending the funeral.

Immediate family includes spouse (including common-law relationship); child (including step-child); grandchild; sister and brother; mother and father (including step-parent); mother-in-law and father-in-law; grandfather and grandmother; brother-in-law and sister-in-law; and legal guardian or ward.

Employees are eligible to apply for government sponsored compassionate leave as provided through Employment Insurance (EI).

Pay for bereavement leave is not available for time you would not have worked because of vacation, statutory holidays or a leave of absence. Requests for bereavement leave should be made to your Supervisor/Manager.

**All other Employees:** Bereavement and compassionate leave is granted exactly the same as for full time term and permanent employees but *without pay*.

### **Pregnancy & Parental Leave**

A full performance review will be completed by the employee and their Supervisor/Manager before they go on pregnancy or parental leave.

**Pregnancy Leave:** Unpaid leave of up to 17 weeks is available for pregnancy leave. This leave may begin up to 17 weeks prior to your estimated due date. Requests for pregnancy leave must be made in writing and estimating the probable due date.

The Employment Insurance Commission provides financial assistance for pregnancy and parental leave benefits. To establish whether you qualify, please contact Service Canada at [www.servicecanada.gc.ca](http://www.servicecanada.gc.ca). A Record of Employment (Statement of Earnings) will be provided by DRA at the beginning of your leave.

Parental Leave: If not taking any parental (at birth) or pregnancy leave, a biological parent or adoptive parent has five days of paid leave immediately after the birth/adoption of a child.

Birth mothers who take pregnancy leave are entitled to up to 35 weeks' leave. Birth mothers who do not take pregnancy leave and all other new parents are entitled to up to 37 weeks' unpaid parental leave. This leave is available to biological parents (mother or father) or adoptive parents (mother or father). Requests for parental leave must be in writing and include either proof of the child's birth (birth certificate) or an adoption placement certificate.

For biological mothers, this leave provision must be taken immediately following the pregnancy leave. For biological fathers or adoptive parents, the leave is available any time up to 52 weeks after the child's birth.

Return from Pregnancy or Parental Leave: You must give four weeks written notice prior to your return date. When you return from pregnancy or parental leave, you are entitled to return to your previous position or if that position does not exist, to a position comparable to the one you left. The employee must be paid at least as much as they were earning before their leave and if their wages would have gone up (i.e. Performance pay) had they not been on leave, they are entitled to the higher wage based upon their performance evaluation completed prior to going on leave; as well as any other benefits associated with increased seniority.

Benefits during Pregnancy and Parental leave: Employees on these leaves have a right to continue to take part in benefit plans, these include but are not limited to life insurance, disability insurance, health, and dental plans. DRA will continue to pay its portion of the premiums unless the employee tells the organization in writing prior to leaving that he/she will not continue to pay their share. Permission to take monthly payments via EFT or credit card is required to cover the employees share prior to leaving for leave.

While on leave, DRA will pay 100% of Dental, Health, Critical Illness insurance premiums. If the employee leaving on Maternity Leave has opted out of the DRA Great West Life Benefit Plan (as outlined in the plan), they are entitled to a payment equal to \$100/month of leave. This amount is equal to the cost of DRA paying 100% of the insurance premiums. The payment will be paid upon return from leave and may be paid into the employees RRSP plan or as a payroll payment minus applicable deductions.

### **Unpaid Leaves of Absence**

DRA may grant one unpaid leave of absence of up to 30 days per calendar year on the approval of your department Director. Longer leaves must be approved by a Senior Director or the Executive Director. In the case of leaves longer than 30 days, we cannot guarantee that your previous job will be available when you return.

All requests for leaves of absence must be made in writing and must include the reason for requesting the leave. Among the factors that will be considered in assessing the request are: the availability of a replacement worker to do your job, and the current business conditions.

While on leave of absence, you will not accumulate seniority or vacation days, and will be required to pay for your full benefits premiums and must remain in the plan.

### **Educational Assistance Program**

DRA encourages you to take courses or programs related to your position or career goals to improve your current performance. These will benefit both you and DRA. The design of this program is to provide a mutual benefit to both you and DRA and as such you are required to remain employed with DRA for a period of 2 years after completion of the course. If your employment is terminated or you resign prior to the 2 years you will be required to pay DRA back in the prorated amount (in relation to the time employed vs 2 years) for such courses.

Employees with over one year of seniority and good overall performance can apply for a refund of education costs under the following circumstances:

- 1) Your Supervisor/Manager must recommend the course to a Senior Director for approval before enrolment.
- 2) You will be reimbursed 50% for tuition and fees when the course is approved.
- 3) You will be reimbursed 50% upon successful completion of the course and submit a receipt and a copy of successful completion.

Books, supplies and parking are not included in the refund program. A record of the course and the subsidy provided will be placed in your personnel file.

### **Vacations**

Permanent full time classified employees are eligible for vacations based upon their vacation seniority accumulated from full time positions at DRA. At time of hiring, previous related experience may be recognized by Directors to a maximum of 3 years for vacation seniority purposes. If greater than 3 years is required to be awarded, a Senior Director or Executive Director needs to approve. For example, a Manager who has worked for 3 years at another recreation center may be awarded 3 years towards their vacation seniority and may start at 3 weeks' vacation.

<b>Vacation Seniority</b>	<b>Vacation Entitlement</b>
0 – 2 Years	2 Weeks
3 – 7 Years	3 Weeks
8 – 15 Years	4 Weeks
16 – 25 Years	5 Weeks
25+ Years	6 Weeks

Each employee will be granted their annual leave days on January 1<sup>st</sup> of each year. Depending on your start date, your vacation entitlement will be prorated until year end. If you leave before a 1 year period or before year end, your final entitlement will also be prorated based on the number of months worked. Employees are not entitled to carry 5 days more than they are eligible for.

There must be *one senior Manager with signing authority* at work at all times. At least one Manager or Supervisor from each department must be on duty at all times during the year.

All vacation time must be approved by your Supervisor/Manager and an approved vacation request form submitted to administration for tracking. You shall receive an unbroken vacation unless mutually agreed upon between you and your Supervisor.

If you resign or if your services are terminated, you will be paid out the equivalent of all vacation time accrued to date on your last pay cheque.

### **Statutory/Public Holidays**

All part time DRA wage employees are entitled to be paid holiday pay for the Stat. holiday if they have worked the last scheduled day before the Stat holiday AND the first scheduled shift following. Holiday pay is calculated as the average days' pay in the past 4 weeks of work (i.e. total pay in the past 4 weeks divided by 20 days).

All full time DRA employees are entitled to take the Stat. holiday off work and be paid their regular wage the day.

If an employee is required to work on an identified Stat. holiday they must agree in writing to work and be paid either:

- a) Qualifying holiday pay plus time and a half for each hour worked.
- b) If a Salary position be paid time and a half for each hour worked plus takes another paid day off within three months and at a mutually agreeable time with their supervisor.

Under the ESA, there are some exceptions as to who qualifies for holiday pay, these include students and/or camp staff.

### **DRA Recognized Statutory Holidays**

- 1. New Year's Day
- 2. Family Day
- 3. Good Friday
- 4. Victoria Day (or Fête nationale in Quebec)
- 5. Canada Day
- 6. Civic Holiday
- 7. Labour Day
- 8. Thanksgiving Day
- 9. Christmas Day



## 10. Boxing Day

### **Additional Recognized DRA Holidays**

For all permanent full time classified employees two additional holidays are recognized that may be taken at a mutually agreeable time as agreed to with their Supervisor/Manager.

### **Staff Access to Programs/Certifications**

<b>Permanent Full Time Staff</b>	<b>Permanent Part time and Term Staff</b>
<b>For self &amp; immediate family:</b> 100% of all programs	<b>For self only:</b> 20% off programs/certifications. Re-certifications will be charged posted staff fee.
	Wait until first day of program and, if there is excess space, enrol for no charge.
	Drop in programs: participate free of charge where excess space is available e.g. group fitness

### **Employee Assistance Program**

DRA is mindful of the fact that everyone experiences personal difficulties from time to time, and that these situations can be emotionally, physically and mentally disruptive to an employee's otherwise well-balanced and fulfilling life. In recognition of these circumstances, and as a means of minimizing any potential adverse effect on your job performance, we have established a link with the Family Services' Employee Assistance Program.

The Employee Assistance Program (EAP) offers voluntary counselling, assessment and referral services to all DRA employees, their immediate family members (partner, children). The service is provided by a team of professionally accredited counsellors in either English or French.

This program provides counseling in dealing with such matters as family or marital conflicts, Stress, Anxiety and depression, organizational changes, co-worker relationships, Critical incidents, divorce, death, substance abuse or addiction, or financial problems. While employees must identify themselves as DRA staff, the service is

confidential. Employees do not need to advise their Supervisor/Manager of their use of the service nor does the service report to us on any visit or treatment given.

### **Emergency & Protective Measures (update June 2016)**

This document contains instructions for frontline staff in the event of an emergency or security related incident or issue. All staff is expected to read and review these procedures. Periodic drills and practices will be held to ensure these procedures can be implemented at any time.

Included in the document are procedures for the following incidents or situations:

- Evacuation
- Getting Assistance and Emergency Communication
- Medical Emergencies
- Shelter-in-Place/Hold & Secure
- Critical Violent Acts
- Fire
- Reporting Suspicious Activity
- Lost Child
- Major Incident Response
- Non Violent Crisis Intervention

The complete document can be found in **Appendix 2**.

In the event of a pandemic (H1N1, SARS, etc), programs will be adjusted as required to mitigate the risk of spreading disease and to protect participants and families. DRA is in contact with local public health units and the City of Ottawa to be informed and directed in cases where significant outbreaks of disease are known to be in the community.

## Appendix 1 – DRA Classification Benefit Table

DRA Classification Benefit Table							
	Indeterminant Agreements			Term Agreements			
	Permanent	Permanent	Permanent			Term Part	Contract
	Full Time	Full Time	Part Time	Term Full	Term Full	Time	
	Salary	Hourly	Hourly	Time Salary	Time Hourly	Hourly	
Defined End Date to Agreement				Y	Y	Y	Y
Probationary Period	6 Mths	3 Mths	3 Mths	3 Mths	3 Mths	3 Mths	Per Contract
Flex Time Eligible	Y	Y	N	Y	Y	N	N
Work Hours/Week	40	40	As Agreed	40	40	As Agreed	As Agreed
Overtime Eligible	N	Y - Over 44/Week	Y - Over 44/Week	N	Y - Over 44/Week	Y - Over 44/Week	N
GWL Group Health Eligible	Y	Y	N	N	N	N	N
RRSP Eligible	Y	Y	N	N	N	N	N
Paid Sick Day Eligible	Y	Y	N	Y	Y	N	N
STD/LTD Eligible	Y	Y	N	N	N	N	N
Jury Duty Pay Eligible	Y	Y	Y	N	N	N	N
Bereavement Leave Eligible	Y	Y	N	Y	Y	N	N
Pregnancy/Parental Leave	Y	Y	Y	N	N	N	N
Vacation Entitlement	Days	Hours	4%	4%	4%	4%	Per Contract
Statutory Days	Y	Y	Y	Y	Y	Y	N
Additional Days	Y	Y	N	Y Prorated based upon term	Y Prorated based upon term	N	N
Access to Programs	100% Family	100% Family	Self 20%	100% Family	100% Family	Self 20%	N
Employee Assistance Programs	Y	Y	Y	Y	Y	Y	N
Education Assistance Eligible	Y	Y	N	N	N	N	N

## **DOVERCOURT RECREATION ASSOCIATION**

# **EMERGENCY & PROTECTIVE MEASURES**

This document contains instructions for frontline staff in the event of an emergency or security related incident or issue. Staff is expected to read and review these procedures. Periodic drills and practices will be held to ensure these procedures can be implemented at any time.

Included in the document are procedures for the following incidents or situations:

- **Evacuation**
- **Getting Assistance & Emergency Communication**
- **Medical Emergencies**
- **Shelter-in-Place / Hold & Secure**
- **Critical Violent Acts**
- **Fire**
- **Reporting Suspicious Activity**
- **Lost Child**
- **Major Incident Response**
- **Non Violent Crisis Intervention**

## **General Guidelines For Staff during Emergency Situations**

Every member of staff should familiarize themselves with the emergency procedures and evacuation routes of areas in which they work or that they use frequently.

Everyone should also be able to execute shelter-in-place/hold & secure and understand the procedure for a critical violent act.

Staff should be prepared to assess situations quickly but thoroughly, and use common sense in determining a course of action.

In addition, staff should evacuate to assembly areas in an orderly manner when directed to do so by management, emergency personnel or when an alarm sounds.

It is critical for staff to remain calm in emergency situations, to be leaders in executing our emergency plans, and to assist our clients and customers as required to ensure their safety and wellbeing as well as yours.

*The following procedures have been developed as guidelines for staff should you find yourself in one of these situations. Please review and if you have any questions please consult with your supervisor.*

### **OFF SITE LOCATIONS**

The following Emergency and Protective Measures outline specific procedures for implementation at the Dovercourt Recreation Centre 411 Dovercourt Avenue. If you are working at an “Off-Site” location your supervisor will provide you with a set of procedures specific to that location.

#### **Off-Site Locations**

- BSOMA – Bluesfest School of Music and Art
- McKellar Park Field House
- Van Lang Field House
- Turnbull Private School (After School Program and Day Camps)
- Notre Dame High School (After School Program)
- Day Camp locations – local schools and churches

# EVACUATION

Evacuation is a valid and effective response to any internal situation where the circumstances are dangerous, **if it is safe to proceed**.

In the absence of any specific directions, any occupant faced with a dangerous situation **should not hesitate to evacuate** ensuring that persons or participants for whom you are responsible evacuate as well.

Evacuation should be considered in various circumstances that include:

- Discovery of Fire
- Upon Hearing the Fire Alarm
- Critical Violent Act
- Chemical Spill or Threatening Atmosphere
- Dangerous Physical Environment

## GETTING ASSISTANCE & EMERGENCY COMMUNICATION

**TELEPHONES** are located in most rooms and at the reception desks. Instructions for dialing to reach customer service, the on duty person in charge, and **911** are located on or adjacent to each phone.

The **PUBLIC ADDRESS** system delivers an audible message to various areas throughout the facility. In an emergency you can use the PUBLIC ADDRESS system to warn others or to request help at your location. You may receive warning and/or instructions from the PUBLIC ADDRESS system. If you receive any communication through this system you should follow the directions immediately and specifically.

## MEDICAL EMERGENCIES

Medical emergencies can occur anywhere in our facility – in public areas, program spaces, or offices/maintenance areas.

### IF YOU ARE INVOLVED IN A MEDICAL EMERGENCY

- **Dial 911** following the instructions on the nearest telephone and describe your emergency and your location.
  - Dovercourt Recreation Centre
  - 411 Dovercourt Avenue
  - Your Location (name of room)
  - Which entrance to use – front entrance or parking lot entrance
- **Stay on the phone** as long as required.
- **Request assistance** from bystanders
- **Send someone to meet the paramedics**

- **Make room around the sick/injured person and Apply First Aid/CPR as necessary while you await assistance to arrive.**

*Lifeguard staff can respond to assist as necessary.*

## **SHELTER-IN-PLACE / HOLD & SECURE**

SHELTER-IN-PLACE and HOLD & SECURE are responses to external situations where the threat or dangerous situation is outside the facility and evacuation could lead to harm.

**SHELTER-IN-PLACE** refers to any situation it is unsafe to be outside the facility. This is usually an environmental issue such as a storm or serious weather event or a gas or chemical spill.

**HOLD & SECURE** refers to any situation where a threat is identified outside the facility and persons are to remain inside the facility and the external entrances/exits are secured. Situations that could lead to a HOLD & SECURE situation include: violent or dangerous persons nearby, dangerous animals.

Notification of either a Shelter-In-Place or Hold & Secure procedure will be announced or communicated. All instructions are to be followed. In most circumstances activities may continue unless advised otherwise. You will be notified when the situation has ended and all is clear.

## **CRITICAL VIOLENT ACTS**

*Evacuation and Lockdown strategies are the most effective means for individuals to respond to the immediate threat of violence.*

### **IF IT IS SAFE TO EVACUATE:**

- LEAVE the immediate area of danger, ensuring that persons participants for whom you are responsible evacuate as well.
- Evacuate using the nearest, safe path of exit to the exterior of the building
- Upon exiting the building follow directions of responding emergency personnel. Once safe, call the In Charge cell phone at 613-899-8342 to report your location. If unable to call, proceed to the following location:  
**Mini-mall at corner of Cole and Carling Avenues**

### **IF IT IS NOT SAFE TO EVACUATE:**

- LOCKDOWN by remaining in your area or moving to a nearby area such as an office or a room. Ensure that persons or participants for whom you are responsible do the same.



- Close any doors to the room and lock/bar them if possible.
- Lay or crouch on the floor beneath any desks or other furniture or equipment that is available
- Stay away from doors and windows. If possible call 911 to report your location
- Stay in your location and take measures to protect yourself from harm until directed otherwise by emergency personnel or Dovercourt management.

## **FIRE**

### **IF YOU DISCOVER FIRE OR SMOKE:**

- LEAVE fire area immediately and close doors
- Activate a fire alarm pull station
- Leave building via nearest exit
- Call 911
- Proceed to assembly point located at the far side of the parking lot (west, near Golden Avenue)
- *If in the pool, gather near the climbing and await instructions. If must evacuate, head to portable (The Cottage) for a warm and dry location unless directed otherwise.*

### **DO NOT USE ELEVATORS**

- If smoke is heavy in hallways, it may be safer to stay in our area.
- Close the door and place a wet towel at the base of the door – if no wet towels use any cloth or clothing
- If you encounter smoke in the stairway, use an alternate exit.

### **IF YOU HEAR THE FIRE ALARM SOUND:**

- LEAVE THE AREA IMMEDIATELY. Ensure persons with disabilities or younger persons are assisted as required. Ensure members of your group or class evacuate the building.
- **Do not** enter or return to the building until approved by the Fire Department and notified to do so by emergency personnel.

## **REPORTING SUSPICIOUS ACTIVITY**

*Suspicious activity refers to suspicious persons, behavior and activity. Your assistance in reporting suspicious activity helps to maintain a safe and secure environment for all Dovercourt clients and staff.*

- Do not hesitate to report suspicious activity
- Dial “0” or contact the reception desk
- Be prepared to identify yourself, your location, and provide details. Stay where you are or advise where you are going.
- Continue to monitor the person or activity, if possible, while awaiting support and without placing oneself in danger.

- Do not approach a suspicious person yourself

## **LOST CHILD**

*In most cases, a lost child is simply one who has wandered away from his or her group or parent. Dovercourt's Lost Child Procedure is intended to search the immediate building and grounds and if unsuccessful to obtain assistance from the Police. The code for this situation is called a CODE 1.*

### **IF YOU LOSE A CHILD:**

- Immediately contact your supervisor. If not available go to the reception desk to obtain help.
- Your supervisor or a manager will initiate our LOST CHILD PROCEDURE (CODE 1)

### **IF YOU FIND A CHILD:**

- Stay with the child and seek assistance in locating his/her group or parent
- Bring the child with you to their group leader, parent or a supervisor
- Tell the group leader, parent or supervisor where you found them

### **FOR STAFF**

- **IF YOU ARE NOT RESPONSIBLE FOR SUPERVISING** a group of children you are to respond to either reception desk. The Alert is: CODE 1
- Aquatic staff will clear the pool
- Responding staff members will be given a detailed card of the area you are to search.
- Upon completion of your assigned task return and report that you have completed your search. You may be assigned another area to search.
- **IF YOU ARE RESPONSIBLE FOR SUPERVISING** a group of children, and hear a CODE 1 being called, you are to stop your activity and take a head count or attendance check to ensure you have all of the children you are expected to have and no more.
- Once the head count or attendance check is completed you may resume activities but confined to the area you are in.
- An all clear will be sounded when the Lost Child procedure has ended and you may continue with your scheduled program/activities.

## **MAJOR INCIDENT RESPONSE**

Major incidents involve serious injury or death of a client or staff member. A Major Response Plan is to be implemented in these cases.

**Responding to hurt or injured persons is the primary focus using pre-established emergency procedures**

- Head Guards and/or designated In Charge staff members are responsible for obtaining the Major Incident Response Kit from the Guard Room on the pool deck and following the enclosed checklists.
- Staff members are to direct media inquiries to the designated management team member.

## NON VIOLENT CRISIS INTERVENTION

Many of Dovercourt's staff and management have been trained in Non-Violent Crisis Intervention. This procedure is used in our care-oriented programs only and is intended to keep the program participant and others safe from harm. This program includes an escalating response model from calming talk to secure holds – *only trained persons are to engage using any form of physical restraint.*

The emergency call over the public address system is **Librarian to the** \_\_\_\_\_ (fill in location).

Common Location Names:

### **Lower Level**

Carling Motors Room  
Fitness Centre  
Old Family Change Room  
New Family Change Room  
Men's Change Room  
Women's Change Room  
Pottery Studio  
Pool  
Pool Lobby

### **Upper Level**

Carling Motors Room  
Fitness Centre  
Old Family Change Room  
New Family Change Room  
Men's Change Room  
Women's Change Room  
Pottery Studio  
Pool  
Pool Lobby

### **Outside**

Parking Lot  
The Cottage  
Skate Park  
Wading Pool  
Park  
Play Structure  
Tennis Court

## Appendix 3 – AODA Policy Statement



### ***Accessibility for Ontarians with Disabilities Act - Accessibility Standards for Customer Service***

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#### **1. PURPOSE AND POLICY STATEMENT**

The goal of the *Accessibility for Ontarians with Disabilities Act, 2005* (the “Act”) is to create a more accessible Ontario, by identifying, and to the extent possible, preventing, and eliminating barriers experienced by persons with a disability.

A standard for customer service (“the Standard”) has been established under the Act to ensure goods and services are, where at all possible, equally accessible to every member of the public.

We at Dovercourt Recreation Association are committed to providing a barrier-free environment for our customers. The objective of this policy (the “Policy”) is to ensure we meet the requirements of the Standard and promote its underlying core principles, described below.

#### **2. APPLICATION**

The Policy applies to all persons who, on behalf of Dovercourt Recreation Association, deal with members of the public or other third parties. This includes our employees, volunteers, agents and contractors.

#### **3. DEFINITIONS**

- i. ***Accessibility Report*** – The report required to be filed pursuant to section 14 of the Act.
- ii. ***Assistive Device*** - Any device used to assist a person in performing a particular task or tasks or to aid that person in activities of daily living.
- iii. ***Disability*** – Has the same definition as is provided under the Act and *Human Rights Code*, R.S.O. 1990, c. H.19.
- iv. ***Service Animal*** - An animal is a service animal for a person with a disability,
  - (a) if it is readily apparent that the animal is used by the person for reasons relating to his or her disability; or

(b) if the person provides a letter from a physician or nurse confirming that the person requires the animal for reasons relating to the disability.

v. **Support Person** – A person who accompanies a person with a disability to assist with communication, mobility, personal care or medical needs or with access to goods or services.

vi. **“We”, “Our” and “Staff”** means Dovercourt Recreation Association and its employees, volunteers, agents and contractors.

#### **4. CORE PRINCIPLES OF THE POLICY**

We endeavor to ensure that the Policy and related practices and procedures are consistent with the following four (4) core principles:

i. **Dignity** - Persons with a disability must be treated as valued customers as deserving of service as any other customer.

ii. **Equality of Opportunity** - Persons with a disability should be given an opportunity equal to that given to others to obtain, use and benefit from our goods and services.

iii. **Integration** - Wherever possible, persons with a disability should benefit from our goods and services in the same place and in the same or similar manner as any other customer. In circumstances where integration does not serve the needs of the person with a disability, goods and services will, to the extent possible, be provided in another way that takes into account the person’s individual needs.

iv. **Independence** – Goods and services must be provided in a way that respects the independence of persons with a disability. To this end, we will always be willing to assist a person with a disability but will not do so without the express permission of the person.

#### **5. IMPLEMENTATION**

Dovercourt Recreation Association has created an Accessibility Committee responsible for:

i. Developing and implementing policies, practices and procedures to ensure the accessible provision of goods and services to persons with a disability.

ii. Developing and implementing an accessibility training program as required under the Act.

iii. Developing a feedback procedure as required under the Act.

iv. Filing Accessibility Reports as required under section 14 of the Act.

## **6. PROVIDING GOODS AND SERVICES TO PEOPLE WITH DISABILITIES**

### **I. Communication**

#### *A. Accessible Mediums of Communication*

Dovercourt Recreation Association strives to communicate with members of the public in a manner that is accessible. Mediums of accessible communication we currently employ include:

*a website that provides information in clear plain language*

*a head set on one of the Internet café PCs*

*Individuals with screen readers have the ability to use our website*

*Accessibility specialist available. We are able to provide one to one support and advice on ensuring access to DRA facilities and programs. Volunteer teacher of the deaf can also be used on request.*

#### **B. Communicating with Persons with a Disability**

Dovercourt Recreation Association strives to communicate with persons with a disability in a manner that takes into account the disability. Approaches for communication are set out in our accessibility training program.

### **II. Assistive Devices**

Persons with a disability are permitted, where possible, to use their own Assistive Device when on our premises for the purposes of obtaining, using or benefiting from our goods and services.

If there is a physical, technological or other type of barrier that prevents the use of an Assistive Device on our premises we will first endeavour to remove that barrier. If we are not able to remove the barrier we will ask the person how he/she can be accommodated and what alternative methods of service would be more accessible to him/her. We will make best efforts to provide an alternative means of assistance to the person with a disability.

Staff will receive training on various Assistive Devices that may be used by persons with a disability while accessing our goods and services.

### **III. Accessibility at Our Premises**

We offer the following facilities and services at each Dovercourt Recreation Association location to which the Policy applies to enable persons with a disability to obtain, use or benefit from our goods and services:

- a. assistive devices, services or methods offered such as a wheel chair suitable for the pool deck and change rooms.*
- b. alternate formats of documents i.e. commonly asked customer questions, such as return and exchange policy, available in a handout and in large print,*
- c. assistance of a staff person to complete a form,*
- d. a chair for waiting in line if a person's disability prevents him or her from standing for lengthy period,*
- e. wheel chair accessible customer service desks*
- f. a play structure that is fully inclusive to all – including adapted swing*
- g. beach access to the swimming pool, with DRA supplied wheelchairs to allow safe and dignified access to the pool*
- h. changing, showering and toilet facilities adapted and suitable for persons with a disability.*
- i. Motorized/assisted door opening on main doors, toilets and changing rooms*
- j. Ramp access to buildings (DRA and other facilities used for camps/programs)*

Staff will receive training on how to use facilities or services made available on our premises to assist persons with a disability to obtain, use or benefit from our goods and services.

#### **IV. Service Animals**

Persons with a disability may enter premises owned and/or operated by Dovercourt Recreation Association accompanied by a Service Animal, and keep the Service Animal with them, if the public has access to such premises and the Service Animal is not otherwise excluded by law.

If it is not readily apparent that the animal is a Service Animal, Dovercourt Recreation Association may ask the person with a disability for a letter from a physician or nurse confirming that the person requires the animal for reasons relating to his/her disability.

Staff will receive training on how to interact with persons with a disability accompanied by a Service Animal.



## **V. Support Persons**

A person with a disability may enter premises owned and/or operated by Dovercourt Recreation Association with a Support Person and have access to the Support Person while on the premises.

Dovercourt Recreation Association may require a person with a disability to be accompanied by a Support Person where it is necessary to protect the health or safety of the person with a disability or the health or safety of others on the premises.

Staff will receive training on how to interact with persons with a disability who are accompanied by a Support Person.

## **VI. Notice of Temporary Disruptions**

Dovercourt Recreation Association will notify customers if there is a planned or unexpected disruption of a facility or service persons with a disability use to access our goods and services. The notice will be posted at the entrance of the applicable premises and on the home page of the Dovercourt Recreation Association website.

The notice will include the following information:

- i. That a facility or service is unavailable.
- ii. The anticipated duration of the disruption.
- iii. The reason for the disruption.
- iv. Alternative facilities or services, if available.

Dovercourt Recreation Association now has two large plasma screens in public areas. Notices of disruption or changes to programs will be displayed on them to ensure that customers are kept up to date.

## **7. TRAINING AND RECORDS**

Dovercourt Recreation Association will provide training, and ongoing training as required under the Act, to all persons to whom this Policy applies as well as to those persons charged with developing this Policy and related procedures and practices.

### *A. Content of Training*

Training will include:

- i. A review of the purpose of the Act and requirements of the Standard.
- ii. A review of the Policy.
- iii. How to interact and communicate with persons with various types of disabilities.
- iv. How to interact with persons with a disability who use an Assistive Device or require the assistance of a Service Animal or Support Person.
- v. How to use equipment or devices made available on our premises to assist persons with a disability to obtain, use or benefit from our goods and services.
- vi. What to do if a person with a disability is having difficulty accessing our premises and/or services.

### *B. Timing of Training*

Training will be provided to all persons to whom this Policy applies as soon as practicable after he or she is assigned the applicable duties. AODA training is completed online at <https://www.draregister.com/tna/training/>. Dovercourt is working towards all employees to complete the training and hand in their successful certificate. At that time they will be paid 1 hour of training pay.

Dovercourt will train staff when made aware of specific client accommodations on a one to one or group training basis.

### *C. Documenting Training*

Records of the training provided, including the training protocol, the dates on which the training is provided and the number of individuals to whom the training is provided shall be maintained in accordance the requirements of the Act. “

## **8. FEEDBACK PROCEDURE**

### *A. Receiving Feedback*

Dovercourt Recreation Association welcomes and appreciates feedback regarding this Policy and its implementation. Feedback can be provided in the following ways:

- i. In person at either Customer Service Desk
- ii. By telephone at 613 798 8950

iii. In writing to Dovercourt Recreation Centre, 411 Dovercourt Ave. Ottawa, Ontario, K2A 0S9, or complete a customer comment card and post it at one the boxes at the Customer Services Desks.

iv. Electronically to [info@dovercourt.org](mailto:info@dovercourt.org).

v. Via our website through our 'Contact Us – Feedback Form', through our Facebook page (Dovercourt Recreation Centre) or Twitter @Dovercourt411.

### *B. Responding to Feedback*

Dovercourt Recreation Association has a feedback protocol to enable it to receive and respond to comments, including complaints. Dovercourt Recreation Association feedback protocol is available upon request. Dovercourt strives for high levels of customer service. All clients are answered within five working days of receipt, if not sooner.

## **9. DOCUMENTATION TO BE MADE AVAILABLE**

This Policy, and related practices and protocols, shall be made available to any member of the public upon request.

## **10. FORMAT OF DOCUMENTS**

Dovercourt Recreation Association will provide documents, or the information contained in documents, required to be provided under the Standard, to a person with a disability in a format that takes the person's disability into account.

### **Appendix A. General Tips On Providing Service to Individual with Disabilities**

### **Appendix B. Tips for Interacting with an Individual with a Service Animal**

### **Appendix C. Tips for Interacting with an Individual Who Has a Support Person**

## Appendix 4 – Sexual Misconduct Prevention Policy



### **Sexual Misconduct Prevention Policy**

#### **Policy Context / Definition**

DRA is committed to providing a safe environment for all. We recognize the importance of preventing sexual misconduct and have adopted this Sexual Misconduct Prevention Policy to demonstrate our absolute and unwavering commitment to safe and nurturing environments for all participants.

The purpose of this policy is to establish preventative measures designed to protect all DRA Staff as well as the vulnerable sector from Sexual Misconduct and to specify the actions to be taken in the event of a suspicion or allegation of Sexual Misconduct.

All staff members, participants and volunteers involved in DRA programs must comply with this policy. Any actions contrary to this policy will result in disciplinary measures up to and including termination of employment and/or participation in DRA programs.

#### **General Definitions:**

“Vulnerable Sector Client” means any client of Dovercourt who is considered to be part of our society’s vulnerable sector: those with disabilities, seniors, and those under the age of 18.

“Employee in a Position of Trust” means any Dovercourt staff, volunteer, coach, or contractor, is considered to be in a position of trust to our clients.

“Child” or “Children” means any person (or persons) under the age of 18. Although Junior Counselors under the age of 18, they are staff members in a position of trust. For purposes of this policy they are included within the definition of “DRA Staff and Volunteers”.

“Adult” means any person 18 or older.

“DRA employees and Volunteers” means all staff members at DRA including Junior Counselors and other youth leaders, contract instructors, and volunteers

“Sexual Misconduct” means any sexual activity or contact between a person in a position of trust and a member of the vulnerable sector. This includes sexual contact accomplished by force or threat of force, regardless of the age of the participants, all sexual contact between an Adult and a Child, all sexual contact between a person in the position of trust and a member of the

vulnerable sector. Sexual Misconduct does not require actual physical contact, but may consist of inappropriate comments, viewing of inappropriate materials or voyeurism.

### **A. Screening of Staff and Volunteers**

No person who has been convicted of a crime involving Sexual Misconduct shall be permitted to serve as an employee or DRA Volunteer.

#### **Vulnerable Sector Police Checks**

A vulnerable sectors police screening check is required for all positions. Prior to starting work at DRA (including mentoring/shadowing) all employees or volunteers must submit an original Vulnerable Sector police record check dated within the past 6 months. The original document must be presented to DRA Finance Team, copied, and sited for personnel files. The new employee/volunteer may keep original, while the sited copy must be kept in personnel files.

If there is a delay in acquiring a vulnerable sector police check, a receipt from the Police Department which proves the process is underway will be requested. If the actual documentation is not received within four weeks the employee will be warned and asked to produce the documentation. If not present after 6 weeks, the employee will have to pay extra and apply for the check to be produced on the day.

The Sexual Misconduct Prevention Policy must be signed and dated within last 6 months (unless a returning employee).

From the summer of 2012, Police Record Checks for returning staff obtained within the last year (of the start date of the new employment) will be accepted. A returning member of staff must have worked for DRA within the last 12 months. After a 12 month gap they should be treated as new employees.

A copy of the Police Record Check, clearly showing the issue date and official stamp will be placed in their personnel files.

All existing staff must have a Vulnerable Sector Police Record Check dated within the last three years.

In addition to the above, prior to starting work, all employees and volunteers should complete a self-screening form (background questionnaire), an example of which is contained at the end of this policy. For those staff, under 18 years of age, where a Police Record Check is not effective, this document provides the main declaration of good standing.

### **B. Training**

Training concerning the prevention of Sexual Misconduct shall be included in all Training, and be part of new employee and DRA volunteer orientations.

Prior to participating in a DRA program, every employee or volunteer shall be provided a copy of this policy to sign and acknowledge that she or he has received, reviewed and agrees to abide by this policy.

### **C. Actions Constituting Sexual Misconduct**

Because of the wide variety of activities and types of interaction among individuals in DRA, plus the added dimension of different cultural norms among participants, it is not possible to provide a detailed list of inappropriate behaviors. Many DRA activities may involve physical contact, and hugging and other displays of affection. When interacting with a client, a DRA Volunteer or employee should consider the age and sex of the client, whether the client appears uncomfortable with the interaction, whether others are present, whether the interaction is typical of DRA activities, and other relevant factors.

Notwithstanding the foregoing, the following actions constitute Sexual Misconduct and are prohibited:

- Intimate, romantic or sexual contact
- Comments or jokes of a sexual nature
- Showing pornography to a Client or co-worker
- Sexual contact or activity accomplished through the use of force or threats

Sexual contact or other sexual activity between an older Child and a younger Child may constitute Sexual Misconduct if there is a significant disparity in age, development, or sizes, rendering the younger Child incapable of giving informed consent.

### **D. Reporting Procedures**

Any DRA Volunteer or employee who observes Sexual Misconduct must take all reasonable steps to ensure that the safety of the victim is secured, and then report the incident in accordance with the next Paragraph.

Any DRA Volunteer or employee who has actual knowledge or a reasonable suspicion that Sexual Misconduct has occurred or may occur must report such information to at least one of the following people: (i) a Manager or Director, (ii) the Executive Director, or (iii) a Senior Director.

In Ontario employees and volunteers by law must report suspicions of Sexual Misconduct. All actual or suspected incidents of Sexual Misconduct shall be reported in accordance with local law. In addition, the parents/guardians of the client involved should be notified (unless this notification is prohibited by law or is handled by the investigating governmental agency).

All DRA Volunteers and employees shall cooperate fully with any investigation of Sexual Misconduct by a law enforcement or social services agency.

### **E. Investigation of an Allegation or Incident of Sexual Misconduct**

All allegations of Sexual Misconduct will be taken seriously and immediately investigated and reported in accordance with this policy.

If Sexual Misconduct is suspected, the incident will be investigated by the person(s) designated by the Executive Director. However, this investigation should not delay reporting of the incident to the appropriate authorities, or interfere with any investigation by the authorities.

During an investigation (whether by DRA or by the authorities), the person accused of Sexual Misconduct will be relieved temporarily of his or her duties until the investigation is completed. All instances of actual or alleged Sexual Misconduct will be handled with due regard for the privacy of the individuals involved. The number of persons involved in investigating and responding shall be minimized to the extent consistent with meeting the requirements of this policy. All interviews and information collected during the investigation should remain confidential except to the extent disclosure is required under applicable law or to implement this policy.

There shall be no retaliation against any individual for reporting in good faith or investigating an incident of Sexual Misconduct.

#### **F. Disciplinary Measures**

In the event of a confirmed or probable incident of Sexual Misconduct involving sexual contact between an Adult and a client, the Adult involved shall be barred from further participation in any program of DRA.

In the event of a confirmed or probable incident of Sexual Misconduct involving sexual contact between two Children (or two people from the vulnerable sector), the perpetrator shall be barred from further participation in any program of DRA.

In the event of a confirmed or probable incident of Sexual Misconduct that involves inappropriate conduct but not sexual contact, appropriate disciplinary action shall be determined by the “Review Committee” (defined below).

Factors to be considered include:

- the nature of the activity;
- the harm to the victim;
- the age difference between the perpetrator and the victim;
- whether the incident is part of a pattern of behavior; and
- any other relevant information.

The members of the Review Committee for an alleged incident of Sexual Misconduct shall include the President of DRA, the Executive Director of DRA, and a Senior Director of DRA.

Possible disciplinary actions include:

- termination or employment (or volunteering);



- a warning;
- additional training;
- counseling concerning appropriate and inappropriate behavior;
- termination of participation in the current program;
- prohibition of further participation in DRA programs;
- other disciplinary action tailored to the circumstances.

Sexual Misconduct Prevention Policy – Acknowledgement

YEAR \_\_\_\_\_

By signing below, I acknowledge that I have read the foregoing DRA Sexual Misconduct Prevention Policy, understand its contents, and agree to abide by its terms and conditions.

Signature

Date

\_\_\_\_\_

\_\_\_\_\_

Printed Name

\_\_\_\_\_

## Background Questionnaire

This Background Questionnaire must be completed by all DRA employees and volunteers, or any adults coming into contact with children or other vulnerable groups as part of a DRA program.

- YES/ NO      **1.** Have you ever been convicted of an offense involving physical or Sexual Misconduct of a child or anyone from the vulnerable sector?
- YES/ NO      **2.** Is there a pending civil or criminal case or investigation against you involving an allegation of physical or Sexual Misconduct of a child or anyone from the vulnerable sector?
- YES/ NO      **3.** Have you ever been terminated from a job or a volunteer position as a result of an allegation that you physically or sexually abused a child or anyone from the vulnerable sector?
- YES/ NO      **4.** Is there any other information about your prior history that would be relevant to your ability to work with youth in DRA?

If you answered "Yes" to any of the questions above, please provide additional information below.

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I confirm that the information entered on this form is true and accurate, and that I understand that if any of the answers to the above questions should change over time, that I will declare this to senior member of DRA staff immediately.

Signature

Date

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Printed Name

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Signature of Parent or Guardian  
(if above is under 18 years of age)

Date

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## Appendix 5 – Health and Safety Policy Statement

### Dovercourt Recreation Association – Health and Safety Policy Statement

#### **Background**

A policy statement by the employer is an effective way to communicate the organization's commitment to worker health and safety. Senior management attitudes, relationships between employers and workers, community interests and technology all combine to play a part in determining how health and safety are viewed and addressed in the workplace. Workplaces with exceptional health and safety records have established a clear line of responsibility for correcting health and safety concerns. This action enhances working relationships between employers and workers and enhances the Internal Responsibility System (IRS).

Under the Occupational Health and Safety Act, an employer must prepare and review at least annually a written occupational health and safety policy, and must develop and maintain a program to implement that policy [clause 25(2)(j)].

A clear, concise policy statement should reflect management's commitment, support and attitude to the health and safety program for the protection of workers.

#### **Policy Statement**

The employer and senior management of Dovercourt Recreation Association are vitally interested in the health and safety of its workers. Protection of workers from injury or occupational disease is a major continuing objective.

Dovercourt Recreation Association will make every effort to provide a safe, healthy work environment. All employers, supervisors and workers must be dedicated to the continuing objective of reducing risk of injury.

Dovercourt Recreation Association as employer, is ultimately responsible for worker health and safety. As Executive Director of Dovercourt Recreation Association, I give you my personal commitment that I will comply with my duties under the Act, such as taking every reasonable precaution for the protection of workers in the workplace.

Supervisors will be held accountable for the health and safety of workers under their supervision. Supervisors are subject to various duties in the workplace, including the duty to ensure that machinery and equipment are safe and that workers work in compliance with established safe work practices and procedures.

Every worker must protect his or her own health and safety by working in compliance with the law and with safe work practices and procedures established by the employer. Workers are responsible for wearing the personal protective equipment provided. Workers will receive information, training and competent supervision in their specific work tasks to protect their health and safety.

It is in the best interest of all parties to consider health and safety in every activity. Commitment to health and safety must form an integral part of this organization, from the Executive Director to the workers.

Signed:  Executive Director

Date: 8/02/16 (DD/MM/YYYY)

Revision 2 Feb 2016

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## **Appendix 6: Joint Health and Safety Committee Training and Other Requirements**

- Issued: October 2015
- Content last reviewed: October 2015
- See also: [Joint Health and Safety Committee Provider Standard](#)

Section 22.3 of the [Occupational Health and Safety Act](#) (OHSA) provides that the Minister of Labour shall appoint a Chief Prevention Officer (CPO) to establish requirements for certification of persons for the purposes of the OHSA and to certify persons under section 7.6 who meet those requirements.

Specifically, pursuant to section 7.6 of the OHSA, the CPO has the authority to establish training and other requirements a joint health and safety committee member shall fulfill in order to become a certified member, and to certify a committee member who fulfils those requirements.

On April 1, 2012, the CPO established the standards set out in the Workplace Safety and Insurance Board (WSIB) document entitled “Certification Standards for Joint Health and Safety Committees, May 1996” updated January 2007 (“1996 JHSC Certification Training Standards”) as the training requirements that committee members must meet in order to become certified. These standards continue to be in effect until February 29, 2016.

Committee members who have successfully completed Part One and Part Two training under the 1996 JHSC Certification Standards prior to March 1, 2016 will be considered for certification by the CPO pursuant to the training and other requirements established by the CPO on April 1, 2012. Members who have not yet been certified by the CPO under the 1996 JHSC Certification Training Standards, but who have successfully completed Part One and Part Two training under the 1996 JHSC Certification Standards prior to March 1, 2016, may submit confirmation of their successful completion of Part One and Part Two training to the CPO until April 30, 2016 to be certified pursuant to the training and other requirements established by the CPO on April 1, 2012. After April 30, 2016, committee members may not submit evidence of successful completion of training under the 1996 JHSC Certification Standards in order to become certified by the CPO.

Committee members who have been deemed to be certified by the CPO or certified by the CPO under the 1996 JHSC Certification Standards will maintain their certifications after March 1, 2016.

In accordance with the authority set out in section 7.6 of the OHSA, and effective March 1, 2016, the CPO is establishing the following training and other requirements a committee member must fulfill in order to become a certified member.

As of March 1, 2016, the CPO may certify committee members who fulfill the training and other requirements set out in either Part A or Part B:

**A. General training and other requirements for committee members seeking certification**

The committee member must meet the requirements set out in paragraphs A1-3:

1. Complete a JHSC Certification Part One Training Program that:
  - i. is approved by the CPO under subsection 7.1(2) of the Act as meeting the Ministry of Labour Joint Health and Safety Committee Certification Program Standard, dated October 1, 2015; and
  - ii. is delivered by a training provider approved by the CPO under subsection 7.2(2) of the Act as meeting the Ministry of Labour Joint Health and Safety Committee Certification Provider Standard, dated October 1, 2015.
2. Complete a JHSC Certification Part Two Training Program that:
  - i. is approved by the CPO under subsection 7.1(2) of the Act as meeting the Ministry of Labour Joint Health and Safety Committee Certification Program Standard, dated October 1, 2015; and
  - ii. is delivered by a training provider approved by the CPO under subsection 7.2(2) of the Act as meeting the Ministry of Labour Joint Health and Safety Committee Certification Provider Standard, dated October 1, 2015; and
  - iii. provides training in a minimum of 6 hazards relevant to the committee member's workplace; and
  - iv. subject to an extension that may be granted by the CPO in accordance with paragraph A4, is completed within 6 months of one of the following dates, as applicable:
    1. The date that the committee member completed a JHSC Certification Part One Training Program that met the requirements of paragraph A1; or
    2. The date that the committee member completed a JHSC Certification Refresher Training Program, that:
      - i. met the requirements of paragraphs C1 i-ii; and,
      - ii. was delivered within 3 years of the committee member completing a JHSC Certification Part One Training Program that met the requirements of paragraph A1.

3. Take Refresher Training in accordance with the requirements and timeframes set out in Part C to maintain their certification.
4. The CPO may, within 6 months of the committee member's completion of a JHSC Certification Part One Training Program, grant a one-time 6 month extension for the completion of a JHSC Certification Part Two Training Program.

**B. Training and other requirements for committee members who have only completed Part One training under the 1996 JHSC Certification Training Standards prior to March 1, 2016.**

Committee members who have successfully completed Part One training under the 1996 JHSC Certification Training Standards prior to March 1, 2016 may submit proof of successful completion of that training, and in addition, must meet the training and other requirements set out in paragraphs B1 -2:

1. Complete a JHSC Certification Part Two Training Program that:
  - i. is approved by the CPO under subsection 7.1(2) of the Act as meeting the Ministry of Labour Joint Health and Safety Committee Certification Program Standard, dated October 1, 2015; and
  - ii. is delivered by a training provider approved by the CPO under subsection 7.2(2) of the Act as meeting the Ministry of Labour Joint Health and Safety Committee Certification Provider Standard, dated October 1, 2015; and
  - iii. provides training in a minimum of 6 hazards relevant to the committee member's workplace.
2. Take Refresher Training in accordance with the requirements and timeframes set out in Part C to maintain their certification.

**C. REFRESHER TRAINING REQUIREMENT FOR ALL COMMITTEE MEMBERS CERTIFIED UNDER THE TRAINING AND OTHER REQUIREMENTS ESTABLISHED BY THE CPO, effective March 1, 2016.**

Committee members who have been certified by the CPO pursuant to the training and other requirements set out in Part A or B above, must take Refresher Training in accordance with the following requirements and timeframes to maintain their certification:

1. Subject to paragraphs C2-5, a certified member must complete a JHSC Certification Refresher Training Program within three years of being certified by the CPO; and thereafter, within three years of the date of successfully completing a JHSC Certification Refresher Training Program, that is:
  - i. approved by the CPO under subsection 7.1(2) of the Act as meeting the Ministry of Labour Joint Health and Safety Committee Certification Program Standard, dated October 1, 2015; and

- ii. is delivered by a training provider approved by the CPO under subsection 7.2(2) of the Act as meeting the Ministry of Labour Joint Health and Safety Committee Certification Provider Standard, dated October 1, 2015.
- 2. The member may apply for an exemption pursuant to paragraph C3 from the CPO, from the requirement to take JHSC Certification Refresher Training in accordance with paragraph C1, within 3 years of one of the following dates, as applicable:
  - i. the date that the committee member became certified; or
  - ii. the date that the committee member last completed a JHSC Certification Refresher Training Program after becoming certified.
- 3. The CPO may grant an exemption from JHSC Certification Refresher Training to a certified member:
  - i. who has applied for the exemption in accordance with paragraph C2; and
  - ii. who has served as a committee member within 12 months of applying; and
  - iii. who has not previously been granted an exemption by the CPO for Refresher JHSC Certification Training.
- 4. If an exemption is granted under paragraph C3, the certified member must complete a JHSC Certification Refresher Training Program that meets the requirements of paragraphs C1 i-ii within 6 years of one of the following dates, as applicable:
  - i. the date that the committee member became certified; or
  - ii. the date that the committee member last completed a JHSC Certification Refresher Training Program after becoming certified.
- 5. At the time the CPO denies a certified member an exemption, the CPO may allow the certified member to complete a JHSC Certification Refresher Training Program within a specified period.
- 6. Failure to complete the JHSC Certification Refresher Training requirements within the timeframes specified in paragraphs C1, C4 and C5 will result in the member no longer being certified.



## **Appendix 7 - Dovercourt Recreation Association Long Term Disability Policy**

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## **Scope**

This Policy concerns employees who are absent from work for an extended period as a result of a serious illness or injury, and who are in receipt of Long Term Disability Benefits (LTDB).

## **Policy Purpose**

Dovercourt is committed to the ongoing health and safety of our employees, and to creating a safe and healthy workplace that supports the early and safe return to work of our staff following an injury or illness. This Policy is intended to ensure that employees receive appropriate supports to assist them in returning to work after a significant absence due to injury or illness. Dovercourt values all of our employees and supports those who are ill or injured with access to income replacement programs and Employee Assistance Services. When employees return to work, we will work hard to offer appropriate and empowering accommodations in accordance with this Policy, and to achieve a fair and reasonable balance between a returning employee's interests and our financial and operational obligations.

## **Policy Guidelines**

### **Long Term Disability**

Dovercourt and our employees each contribute to a long-term disability plan delivered by Great-West Life (GWL). Under this plan, an employee who has been absent from work due to injury or illness in excess of 119 days shall be eligible to apply for LTDB. If the disability is not continuous, the number of days disabled can be aggregated to satisfy the waiting period (of 120 days) as long as no interruption is longer than 2 weeks.

If an employee has been in receipt of Long Term Disability (LTD) benefits and is then deemed fit to return to work, Dovercourt will undertake a process to reintegrate the employee to his/her own job or to find alternate suitable work at Dovercourt. Communication between the employer and employee throughout the whole leave of absence is important to a successful return to work. A Checklist is included in this policy to assist in this goal.

### **During the 24 Month "Own Occupation" Period**

For the first 24 months on LTD, employees are entitled to benefits if they are unable to perform the majority of the occupational duties that they have been trained to perform and were in fact performing at the time that the disability occurred – this is referred to as the "Own Occupation" period.

- Employees receiving LTD benefits must comply with the requirements set forth by GWL.
- Upon the employee's return to work, Dovercourt shall offer reasonable accommodations to enable the employee to carry on with their "own occupation" where appropriate and operationally feasible.
- Dovercourt shall continue to pay the premiums for health and dental benefits for an employee on LTD until the end of the "Own Occupation" period.

### After 24 Months (“Any Occupation”)

In order to maintain their eligibility to receive LTD benefits following the first 24 months on LTD, an employee must establish that he or she is unable to perform the essential duties of **any occupation** available at their place of work and for which they would be reasonably suited by means of their “training, education and experience”.

- Employees who are eligible for this definition change will have been medically determined to be unable to carry on gainful employment in any occupation (for which the employee has at least the minimum qualifications, and which provides employee with an income of at least 50% of employee’s indexed monthly earnings before becoming disabled), and will continue to receive LTD benefits.
- Employees will be required to comply with the requirements set forth by GWL.
- At the end of the first 24 months of LTD, Dovercourt will no longer pay premiums for health and dental benefits.
- As a small non-profit organization, Dovercourt cannot commit to maintaining a position vacant beyond the 24-month “Own Occupation” period. As such, where an employee seeks to return to work after more than 24 months of LTD, management shall determine a reasonable course of action in consultation with the employee, Human Resources, Labour Relations and/or legal counsel.

### Communication with Employees on LTD

Employees who are absent on LTD and without a return to work date will be contacted in writing at regular intervals following the commencement of their LTD benefits, at six (6) months, nine (9) months, twelve (12) months, and every three months after this. The purpose of these letters is to:

- a) Offer continued support during recovery;
- b) Confirm return to work prognosis;
- c) Offer temporary or permanent workplace accommodation, if operationally feasible; and
- d) Advise of their employment status.

Template letters and communications can be found in the appendices to this policy.

### Reintegration and Return to Work Activity

Employees returning from LTD shall participate in the Return to Work process. For return-to-work situations, it may be necessary obtain medical information that identifies the employee’s functional limitations in order to assist Dovercourt in planning the appropriate workplace accommodation.

Functional limitations are any restrictions arising from a medical condition that limit an employee’s ability to perform some or all the portions of their assigned work. Functional limitations are based on the employee's needs within the workplace and not on personal preference. They are identified by the employee's treating physician who is knowledgeable of the employee's medical condition.

**NOTE:**

- Employees are not required to provide information regarding their medical diagnosis, but may be asked to provide a prognosis or estimate for recovery time.
- Any information provided by employees regarding their medical condition is to be held in the strictest confidence.

Upon receiving notice that an employee will return to work from LTD, but prior to such return, Dovercourt management will meet with the employee to discuss their capacity to return to their original position, and any accommodations that may be required to facilitate this.

Wherever possible, the returning employee shall return to his/her original position, and shall be provided with reasonable accommodation(s) where necessary. Where such accommodations are unsuccessful or not feasible, the employee may be offered modified work, or alternate and appropriate job duties. In such situations, Dovercourt shall perform a thorough internal job search and offer the employee available and suitable work that the employee is capable of performing safely and competently.

In the event that a thorough internal job search has been completed and no suitable work is available, management shall determine a reasonable course of action in consultation with Human Resources, Labour Relations and/or legal counsel.

## **Employer's Long Term Disability Checklist**

This checklist has been prepared to ensure that Dovercourt maintains regular contact with employees who have been approved for Long Term Disability Leave (LTD) and that all appropriate documentation is obtained and kept on file.

Employee Information	
Name:	Title:
Department:	Supervisor:
Date Leave Began:	Anticipated Return (if available):

### **Documentation**

- ☐ Sick leave substantiation (medical diagnosis is not required; employee should provide prognosis or estimated recovery time where possible)
- ☐ If not obtained, call to follow up and obtain timeline for receipt of medical documentation
- ☐ Doctor's certificates obtained for each employee doctor's visit

### **Communication**

- ☐ It is important for the manager and employee to collaborate and maintain contact throughout the health related situation. A "Staying Connected Tool" is included in the appendices to this policy to facilitate this process.

### **Accommodation**

- ☐ Accommodation of any functional limitations to be offered if possible. Proposed accommodations are to be developed by the employee's manager in consultation with the employee and Human Resources and shall be approved prior to offer by Dovercourt's Executive Director.

### **Maintaining Contact with Employees on Leave**

- ☐ Follow up letter to employee completed at three (3) months
- ☐ Follow up letter to employee completed at six (6) months
- ☐ Follow up letter to employee completed at nine (9) months
- ☐ Follow up letter to employee completed at twelve (12) months
- ☐ Follow up letter to employee completed at fifteen (15) months
- ☐ Follow up letter to employee completed at eighteen (18) months
- ☐ Follow up letter to employee completed at twenty-one (21) months – Discuss continuation of LTD benefits if GWL allows or end of benefit coverage at twenty-four (24) months.

- ☐ Follow up letter to employee completed at twenty-four (24) months
- ☐ Follow up call with employee completed as per doctor's certificates
- ☐ Follow up call with employee completed after all scheduled doctor's visits
- ☐ Letter sent to employee notifying of the end of the two (2) year “own occupation” period no less than 3 months prior to two (2) year anniversary of the commencement of the employee's LTD leave.

## Appendices – Explanation of Sample Letters

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Attached are sample letters which correspond to the milestones when Dovercourt will communicate in an official manner with employees.

### Letter Format 1 - Objectives:

\*\* Can be sent multiple times.

- a) offer support;
- b) Staying Connected Tool (to be included in initial letter)
- c) confirm return to work prognosis; and
- d) advise employee that their position is currently being back-filled.

### Letter format 2 - Objectives:

\*\*to be sent only once it is determined that the employee's position needs to be permanently staffed.

- a) offer support;
- b) confirm return to work prognosis;
- c) advise employee that their position has been permanently staffed; and
- d) advise employee that Dovercourt will endeavor to work with the employee to ensure the employee's accommodated in a new position upon their return.

### Termination letter – Objectives:

**\*\*No sample provided due to the sensitive and individual nature of these correspondences. Dovercourt will seek legal advice BEFORE preparing and sending a termination letter. Dovercourt may still be responsible to pay termination pay and severance pay (if applicable) should the contract be terminated by reason of frustration as a result of illness or injury.**

- a) offer support
- b) confirm return to work prognosis (a return to work is still unknown or indefinite)
- c) The employee will be advised that Dovercourt has sought legal advice and it was deemed that the employer's 'frustration to contract' is sufficient that the employee will have to be terminated
- d) Arrange an exit interview with Management (Please see Appendix for the protocol followed during this meeting)
- e) Confirm that termination will not affect their eligibility for LTD benefits.



**LETTER 1**  
**(Logo)**

Date  
(Recipient Employee's Name)  
(Title)  
(Department)  
(Phone Number, Email Address)

Dear:

Re: Absence on Long Term Disability Insurance (LTDI)

As per Dovercourt's Employee Policy and Procedural Manual, I am writing to you since you have been absent from work and in receipt of LTDI benefits for **three/six/nine/12/15/18/21** months. We care about our staff and especially those who are absent due to a serious illness or injury. However, we are a small charity whose operational survival is dependent on a very limited annual operating budget.

According to our insurance carrier, Great West Life, you are currently without a "return to work date". Please note that Dovercourt will continue to fill your position as JOB TITLE until DATE, at which time your return to work prognosis, any possible workplace accommodations and employment status will be re-viewed. We encourage you to keep in contact with us and if at any time your situation changes and you are able to return to work please contact our insurance carrier, Great West Life. You also have available to you the services of our Employee Assistance Program (EAP).

EAP Contact Details are:  
(613) 725-5676  
1 (877) 725-5676  
TTY (613) 725-6175  
[eapintake@familyservicesottawa.org](mailto:eapintake@familyservicesottawa.org)  
24 hour contact centre 1 (800) 668-9920

Also attached is a letter outlining the process of how we would like to keep connected with you throughout this process and until your successful return to work. Please review this carefully and feel free to contact me with any questions, clarifications or concerns.

Sincerely yours,

John Rapp  
Executive Director  
Enclosed: Staying Connected

---

**STAYING CONNECTED DURING AN ABSENCE**  
**(Logo)**

Date  
(Recipient Employee's Name)  
(Title)  
(Department)  
(Phone Number, Email Address)

Dear:

Staying connected during your absence is a joint responsibility. Our respective expectations should be clear as to when and how we will connect. With this in mind, we have agreed to an initial schedule of dates and times in the table attached to this letter. Depending on how your situation unfolds we can always make adjustments to the schedule. The important point is that we commit to a timetable of regular contacts.

I will want to know how you are doing, provide you with relevant information to your situation and answer any questions you may have. You will have the opportunity to provide me with in-formation in relation to your leave extending or your return to duty. I would like to reiterate that I will not be asking for personal information about your medical condition.

In order to make communication simpler, I will take care of contacting you at the agreed upon dates and time should we connect by phone or e-mail. For in-person or phone meetings, you may be accompanied by a friend, family member or other representative.

Please confirm your current contact information:

Home phone: \_\_\_\_\_ Cell phone: \_\_\_\_\_  
E-mail address: \_\_\_\_\_  
Complete home address: \_\_\_\_\_

If your contact information changes please let me know immediately and I will do the same.

Here is confirmation of my contact information:

Manager name:  
Work address:  
Phone:  
E-mail: \_\_\_\_\_ Fax:  
Completed by: \_\_\_\_\_

[Insert Schedule of Dates and Times]

To be signed and dated by the Supervisor(s) completing this form at the **end** of the two (2) year LTD leave Period.

Name of Supervisor(s) Completing Checklist: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**LETTER 2**

**Logo**

DATE

(Recipient Employee's Name)

(Title)

(Department)

(Phone Number, Email Address)

Dear:

Re: Absence on Long Term Disability & Employment Status

On (Insert Date), you went on a long-term disability leave. We appreciate the continuous correspondence you have provided us with regards to your leave. We have received your last medical update on (Insert Date), which advised us that you will not be able to return to work for an indefinite period of time.

Considering the indefinite time-frame for your return, we intend to permanently replace your position as (Insert Position). We do wish to continue our relationship with you and you will remain an employee with Dovercourt. Upon your approval to return to work, we will endeavor to work together with you to ensure your accommodation in a new position with the organization.

Please contact (Insert Company Contact Information) if you have any questions, or require additional information.

Sincerely yours,

John Rapp  
Executive Director