

the Métis
Nation *of*
Ontario

POLICIES AND PROCEDURES MANUAL





STANDARDS OF PROFESSIONAL CONDUCT

The ***Métis Nation of Ontario Standards of Professional Conduct*** are standards of excellence that have been developed to support all employees of the MNO understand and achieve the highest level of professional conduct. The MNO standards reflect the voices and values of the Métis people, as embodied in our MNO Statement of Prime Purpose. As representatives of the Secretariat and of the Métis community, all employees are expected to uphold the standards and conduct themselves in a way that instills and brings confidence, trust and credibility to the MNO and to the Métis community. It is in this spirit these Standards of Professional Conduct are provided.

Loyal & Trustworthy

Representatives of the Métis Nation of Ontario are expected to be loyal and trustworthy in all matters pertaining to the trust and credibility of the Métis Nation of Ontario, including the MNO's reputation, achievements, aspirations, and governance. They are committed to the MNO Statement of Prime Purpose, mission, values, goals and operating principles. They understand and respect the political context and sensitivities inherent in the work of the MNO. They respect and maintain the confidentiality of all information received through their association with MNO. They are knowledgeable about, and adhere to, MNO policies and procedures.

Reliable & Dependable

Representatives of the MNO are committed to their roles and responsibilities and fulfill those responsibilities consistently and dependably. They are accountable for their work and transparent in all their actions.

Competent

MNO representatives are team players who apply their skills and knowledge diligently in fulfilling the responsibilities of their role and position. When faced with challenges, they adopt and apply a problem-solving approach. When required, they readily seek direction, assistance and/or support from the appropriate person(s), according to the appropriate reporting relationships and protocols. They are continuous and active learners who are resourceful and readily adapt to change. They take initiative in completing their work and in developing their work-related knowledge, skills and competencies.

Productive

MNO representatives work efficiently and effectively to get the job done and achieve their work objectives on time and on schedule. They monitor and keep track of project timelines and organize and use their time effectively. They work effectively and maintain their composure under pressure.

Quality-Focused

Representatives of the MNO are committed to achieving the highest level of quality in their work. They identify and act upon opportunities to improve the efficiency, effectiveness and

quality of processes and outcomes, and actively contribute to the MNO's reputation for producing consistently high-quality work.

Interpersonally Effective

MNO representatives are respectful, courteous, considerate, and positive in all interactions with MNO Citizens, clients, employees, co-workers, volunteers, stakeholders and members of the public. They are active listeners who seek out information and take active steps to increase their understanding of other people's perspectives and needs. They treat others with dignity and respect, regardless of differences in culture, lifestyle choices, belief systems, abilities or backgrounds.

Communicative

MNO representatives are approachable and readily accessible to MNO Citizens, clients, staff members and stakeholders, as stipulated in their job description. They keep colleagues and MNO leadership and staff appropriately informed both verbally and in writing. They take responsibility for communicating their ideas, concerns and other information clearly and respectfully in a timely manner, and to the appropriate person(s). They use straightforward language that can be readily understood in both written and verbal communications.

PREAMBLE

Purpose:

These Policies and Procedures, as amended from time to time constitute the means approved by MNO to govern the workplace in accordance with all legislative requirements and are applicable to all Directors, Managers, Staff and Associated Entities of the MNO. The purpose is to ensure harmonious, equitable and safe workplace environments for all. For Employment Standards and Occupational Health and Safety, the MNO is under Provincial Jurisdiction.

Authority and Scope:

All Management, staff and associated entities are bound by MNO Policies and Procedures and must adhere to all Policies and Procedures or Directives as amended from time to time. It is the responsibility of each and every individual in the organization to ensure they make themselves aware of and abide by said Policies and Procedures or applicable amendments.

Protection:

Any staff refusing to comply with an order that directly contravenes the Policies and Procedures or a Directive of the organization shall be protected from disciplinary action arising out of said refusal. In the event an employee is approached by any person of authority with a request or order to contravene a Policy or Procedure of which the employee is aware, the following steps will be taken:

1. Advise the individual(s) that the action requested contravenes a Policy and/or Procedure
2. If the individual(s) continue to insist that the employee follow direction contrary to Policy and Procedures, report the incident in writing to the applicable Senior Management. In cases where it involves the Chief Operating Officer, the incident shall be reported in writing to the Chief Executive Officer.

DOCUMENT HISTORY

VERSION	DATE	DESCRIPTION
0.01	February 23, 1999	Original version
0.02	September 8, 2005	Updated to include Canada Labour Code
0.03	March 28, 2006	Amended
0.04	March 31, 2012	Updated to include Ontario Employment Standards Act

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SECTION 1: RECRUITMENT AND HIRING POLICY No. 1.010 – EMPLOYMENT AUTHORITY

POLICY:

All hiring of employees will be conducted through the office of the Chief Operating Officer (COO), or Designate, in accordance with the By-laws and policies of the Métis Nation of Ontario (MNO).

MNO elected officials may not be employees of the MNO. If an employee is elected to office they will submit their resignation prior to taking office. (See also Policies 1.061, 7.020)

The Chief Operating Officer reserves the right to fill supervisory or management capacity positions outside the hiring and recruitment procedure.

Additionally, exceptions may be made in circumstances of Medical or Compassionate Accommodation as approved by the COO on the individual merits of each written request. In addition to being satisfied of the purpose of the request, the COO will consider the qualification levels and availability of suitable vacancy as well as other factors in making a determination to accommodate.

An employment position becomes available in one of the following ways:

1. it is decided to fill a vacant existing Employee position; or
2. a new position is created

When a position becomes available the Branch Director will make a recommendation to, and for approval of, the Chief Operating Officer indicating the following:

1. immediate recruitment with no changes
2. reorganization of the work unit
3. changes to the position
4. elimination of the position

Once a decision is made to start recruitment, Human Resources will initiate and oversee the appropriate recruitment process.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.020 – EMPLOYMENT STATUS DEFINITIONS

POLICY:

This defines employment status for purposes of distinguishing terms and conditions of employment and eligibility for specific employment related benefits.

Employment status is set out in writing at the time of hire and revised as changes to employment occur throughout the employee's service with the organization.

EMPLOYMENT STATUS DEFINITIONS:

Indeterminate Full-Time Staff Member

An individual who is hired on a permanent basis to carry out an ongoing role with direct accountability to the employer, whose remuneration is paid from operational funds, and works a minimum of thirty-seven and a half (37.5) hours per week and a standard workday of seven and one half (7.5) hours.

Staff members in this classification shall be eligible for enrolment in the group benefits plan and Registered Pension Plan, offered by MNO, following the waiting period of three (3) months established under each benefit. Vacation Time and Vacation Pay are outlined in Policy 6.020.

Indeterminate Part-Time Staff Member

An individual who is hired on a permanent part-time basis to carry out an ongoing role with direct accountability to the employer and whose remuneration is paid from operational funds and who works a minimum of twenty (20) but less than thirty-seven and a half (37.5) hours per week.

Staff members in this classification shall be eligible for enrolment in the group benefits plan offered by MNO, following the waiting period of three months established under each benefit. Indeterminate Part-Time Staff Members have the option of enrolling in the Registered Pension Plan, following three months of employment. Vacation Time and Vacation Pay are outlined in Policy 6.020, and are prorated to hours worked.

Determinate Full-Time Staff Member

An individual who is hired as needed on a full-time basis, to carry out a relief role with direct accountability to the employer and whose remuneration is paid from operational funds. Typically, determinate employment is further defined by a specific start and end date. This status includes students.

Not eligible for MNO benefits. Earns Vacation Pay at 4% under the Ontario Employment Standards Act. The amount is included with each payroll, the amount indicated on each pay stub as "Vacation for Contracted Staff". Vacation time taken is without pay.

Determinate Part-Time Staff Member

An individual who is hired as needed on a part-time basis, to carry out a relief role with direct accountability to the employer and whose remuneration is paid from operational funds. Typically, determinate employment is further defined by a specific start and end date. This status includes students.

Not eligible for MNO benefits. Earns Vacation Pay at 4% under the Ontario Employment Standards Act. The amount is included with each payroll, the amount indicated on each pay stub as "Vacation for Contracted Staff". Vacation time taken is without pay.

Casual Labour

An individual is hired to work if, and only if, work is available. Hours or days of work are not guaranteed and there may be no pattern in the work schedule.

Not eligible for MNO benefits. Earns vacation pay at 4% based on the Ontario Employment Standards Act.

Contractor

An individual is contracted by the MNO on a fee for service basis to complete a project within a defined period of time for agreed-upon sum of money.

A contract worker is not an employee of the organization and is not entitled to benefits.

EMPLOYMENT ORGANIZATION DEFINITIONS:

Executive Management

Those indeterminate full-time Staff Members, such as the Chief Operating Officer and other Chief level positions, are exempt from the Employment Standards Act Hours of Work and Overtime provisions, and are entitled to enhanced benefits, as indicated in the carrier's agreement.

Senior Management

An individual whose Employment Contract indicates they are “Senior Management”. This level of Management includes Directors and may include Senior Policy Analysts. The Senior Manager may be an Indeterminate Full-Time Staff Member or a Contractor. In this position, they are exempt from the Employment Standards Act Hours of Work and Overtime provisions, and are entitled to enhanced benefits, as indicated in the carrier’s agreement.

Middle Management

An individual whose Employment Contract indicates they are “Middle Management”. This level of Management includes Managers. The Manager is an Indeterminate Full-Time Staff Member. In this position, they are exempt from the Employment Standards Act Hours of Work and Overtime provisions, and entitled to enhanced benefits, as indicated in the carrier’s agreement.

Designated Approving Authority (DAA)

This may be a management or a non-management position. The responsibilities of a “*Designated Approving Authority*” includes accountability to approve hours of work and any changes to hours of work, tracks the working hours, and monitors performance of their staff. The employee contract will indicate these responsibilities as: “reports to...” using the title of the *Designated Approving Authority*. This reporting relationship is also specified in the Job Description of the employee’s position. These employees may be subject to the provisions of the Ontario Employment Standards Act, including Hours of Work and Overtime provisions.

Non-Management

An individual whose Employment Contract indicates they are “Non-Management” and includes all other employees.

All non-management employees are subject to all relevant articles of the Ontario Employment Standards Act.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.030 – HUMAN RIGHTS/EQUAL EMPLOYMENT

POLICY:

It is the policy of the MNO to seek the best qualified personnel available while still respecting the “Statement of Prime Purpose” of the MNO, whereby the MNO seeks to adhere to fair, transparent and equitable hiring practices to support employment opportunities for all Métis in the Métis Nation. Therefore, where all other factors are equal and/or close, preference will be given to a Métis applicant.

The MNO does not allow and does not condone, discrimination in its decisions of hiring, promotion, and or other employment practices with regard to sex, sexual orientation, age, national origin, religion, marital status, family status or traditionally excluded/oppressed groups. This includes, but is not limited to, people of colour, immigrants and refugees, people with disabilities, Aboriginal peoples, people who have been in conflict with the law.

As part of this policy, the MNO will promote the values of diversity and access by:

- Providing training to all MNO employees which will sensitize and educate staff members in regards to identifying and confronting issues of discrimination
- Locating in a building that is physically accessible
- Implementing anti-harassment policies, with the intent of protecting MNO employees as well as all individuals who deal with the MNO from abusive treatment

DEFINITIONS:

Canadian Human Rights Act, Chapter H-6

3. (1) For all purposes of this Act, the prohibited grounds of discrimination are race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability and conviction for which a pardon has been granted.

PROCEDURES:

1. All decisions involving employment, job classification, salary increases, opportunity for development and for advancement will be based on individual performance as measured against objective and non-discriminatory criteria.
2. Management will make every reasonable effort to ensure that all practices, policies and procedures are free from discrimination.
3. The MNO will make reasonable accommodation within its financial wherewithal, for employees with disabilities and/or chronic illnesses. While the MNO has an obligation to take precautions to provide a safe work environment for all staff members, it is restricted in what it can actually do through a lack of funding. Every precaution must be taken to ensure that an employee's condition does not present a health or safety threat to employees and others in the workplace.
4. Any employee who has a complaint of discrimination, solicitation and/or harassment or is aware of any taking place in the workplace, is urged to immediately contact his/her Branch Director and/or the Chief Operating Officer so that the matter can be investigated and appropriate actions undertaken.
5. Any employee may speak in confidence to his/her Branch Director, the Chief Operating Officer, and/or Human Resources at any time concerning any problem existing in the workplace without concern for reprisal. Neither the name nor circumstances relating to a complaint will be disclosed to anyone except when disclosure is necessary for investigating the complaint or taking appropriate disciplinary measures.
6. Management will investigate every complaint and will take appropriate disciplinary measures, up to and including termination, against any employee harassing, sexually soliciting or discriminating against another employee.
7. All employees have an individual obligation and responsibility to conduct themselves in an appropriate and professional manner at all times when in the workplace and/or in work-related activities outside the usual working environment.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.040 – JOB DESCRIPTIONS

POLICY:

A job description for each position within the organization shall include job title, person to whom incumbent reports, purpose of job, specific responsibilities, relevant effects and factors of the position, and educational and experience requirements.

PROCEDURES:

1. Human Resources develops job descriptions in conjunction with the Branch Director, for approval by the Chief Operating Officer. *See Appendix 1-A: Job Description.*
2. Job descriptions are reviewed and updated as necessary by the Branch Director. The revised job description will be forwarded to the Chief Operating Officer for approval.
3. The Job Description is included in the Letter of Offer to ensure the candidate understands the requirements of the position.
4. Job descriptions are part of the Employment Contract, as Schedule A.
5. It is the responsibility of the Branch Director to ensure that the employees in their Branch receive copies of updated job descriptions, two copies signed by both employee and *Designated Approving Authority* – one copy for the employee, and a copy to Human Resources for the Employee's file.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.050 – SALARY

POLICY:

All employees will be paid within the established salary range. Salaries are based on category, job duties, individual job performance as measured by annual performance evaluations, and prevailing economic conditions.

Initial salary will be determined within the limitations of the salary range and subject to approval by the Chief Operating Officer.

All employees are paid every two weeks based on the salary outlined in their employment contracts.

PROCEDURES:

1. The Chief Operating Officer is the authority for all salaries, and determines salaries based on the funding agreements, flexibility of the program, criteria of the position, education qualifications, certifications/designations, and related experience, within the established salary range.
2. Any adjustments to salary are in accordance with available funding and based on performance evaluation and must be approved by the Chief Operating Officer.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.060 – APPLICATION FOR EMPLOYMENT

POLICY:

All applications for employment or job vacancy shall be made in writing.

PROCEDURES:

1. The prospective candidate shall submit a résumé and covering letter to Human Resources of the MNO.
2. Applications must be received on or prior to the closing date and time for consideration.
3. Employees interested in a vacant position shall forward to Human Resources in writing, an updated copy of their résumé and cover letter.
4. Human Resources is responsible for acknowledging only applications that have been short-listed for interviews.
5. All applications will be kept on file for a period of six months.
6. Internal applications from employees with less than 6 months' tenure must have the approval of the Chief Operating Officer.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.070 – APPLICATIONS FOR POSITIONS BY POLITICAL REPRESENTATIVES

POLICY:

All qualified individuals whether or not they are in an elected position, have the right to apply for external postings within MNO.

PROCEDURE:

If someone holding an elected position is selected as the successful applicant, they will be required to submit a written resignation prior to accepting a paid position with MNO.

Reference: Métis Nation of Ontario Secretariat By-Laws, August 20, 2011: Article 14.1:
A councillor may not, during his or her term of office as councillor, concurrently be an employee of MNO.



SECTION 1: RECRUITMENT AND HIRING
POLICY No. 1.080 – INTERNAL/ EXTERNAL JOB POSTINGS

POLICY:

All indeterminate employment positions shall be subject to competition, shall be posted internally / externally for ten working days, and are open to all qualified applicants. Supervisor and management positions may be exempted from the posting process and subject to appointment by the Chief Operating Officer who approves the terms of the agreement.

If it is deemed necessary to post a position for five days only, the Branch Director will seek approval from the Chief Operating Officer.

Active employees may apply for the position on a confidential basis. Where all other factors are equal or close, preference is given to an internal candidate.

Applicants holding current political positions within MNO may apply, but must resign prior to accepting any paid positions.

PROCEDURES:

1. The Branch Director will follow the “COO Approval” process, by submitting the following to the Chief Operating Officer, copying HR:

REQUEST APPROVAL TO POST

REASON	
Internal (5 days) or Internal/External (10 days)	
Title / Position	
Location	
Start Date	
Tentative End Date (if Determinate)	
Status (Indeterminate, F/T, Determinate, P/T,)	
Project – Cost Category	
Annual Salary or Hourly Wage	
Hours per week	
Vacation entitlement (annual days or Determinate 4%)	
Benefits (after 3 months)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Pension (%) after 3 months	%
<i>Designated Approving Authority</i>	
Comments	

2. Vacant positions will be posted and a copy of the posting will be distributed, and posted on the MNO Website.
3. Postings will be listed on, but not limited to, the Service Canada Job Bank, and any other “no cost” websites available.
4. With approval of Branch Director, available positions may be posted in the newspaper or on recruitment sources that require payment. An approved Purchase Order will be required.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.090 – INTERVIEW BOARD

POLICY:

The MNO is committed to employment equity, transparency, and accountability.

Supervisor and management positions may be exempted from the posting process and subject to appointment by the Chief Operating Officer.

The Interview Board, which will be selected by the Branch Director or designate, shall consist of ideally three, but no less than two, people. No alternates are permitted and should one of the Board Members become incapacitated, only the scores of the two remaining Board members will be tabulated in assessing the candidates. Where possible, and in consideration of costs, at least one Board member should attend the interview in person. If this is not possible, MNO videoconferencing may be used as a last resort.

Human Resources is to be kept apprized during the entire process.

PROCEDURES:

1. The Branch Director will determine the composition of the Interview Board, which will be comprised of at least one Manager.
2. Human Resources will set the deadline for submission of résumés, and review all the résumés that are received.
3. The interview questions will be developed by the Branch Director or designate, based on the Posting and Job Description, in collaboration with Human Resources.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.100 – SHORTLISTING AND SCHEDULING INTERVIEWS

POLICY:

As soon as possible following the closing of the Posting, Human Resources will forward all applications to the Branch Director and Branch Program Manager. The Branch Director or Designate will determine those applicants to be interviewed, based on Mandatory Requirements and Qualifications detailed in the posting.

Preference may be given to existing employees where all other factors are equal or close.

Interviews will be scheduled as soon as possible following the closing of the Posting.

PROCEDURES:

1. Human Resources may review applicants and resumes in collaboration with the Branch Director or designate.
2. Human Resources will prepare a chart, listing all candidates and requirements for the position. This can be used when shortlisting.
3. Internal employees with less than six (6) months tenure in their current position must have the approval of the Chief Operating Officer before applying.
4. The Branch Director or designate will shortlist the candidates, based on the Mandatory Requirements and Qualifications of the position, and set up a schedule of interviews with shortlisted candidates.
5. The Branch Director or designate shall notify candidates selected for interview of the time and place the interviews will be conducted.
6. A list of those shortlisted will be provided to Human Resources.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.110 – INTERVIEWING SHORT-LISTED CANDIDATES

POLICY:

The same Interview Board will interview all the short-listed candidates for each position. In the event that one of the three original Interview Board Members becomes incapacitated, only the scores of the two remaining Board members will be tabulated for all candidates. The interview questions will be developed by the Branch Director or designate, based on the Posting and Job Description, in collaboration with Human Resources.

All completed interview questionnaires/score sheets will be returned to Human Resources immediately following the completion of the interviews.

PROCEDURES:

1. Where possible, and in consideration of costs, at least one member of the Interview Board will attend the interview in person. If this is not possible, the MNO Videoconferencing will be used.
2. Upon arrival for the interview, the candidate will be offered a copy of the job description for the position.
3. Every candidate will be made comfortable, given water and paper/pen.
4. The Interview Board will give a verbal overview of the interview process, for example :
 - that the responses will be recorded (written)
 - if there is a misinterpretation of the question, a board member will interrupt the response and rephrase the question for clarification
 - the candidate may ask to “come back to a question”
 - one hour (as an example) has been set aside for the interview
 - there is a written portion at the end (if applicable)
 - the candidate should answer all questions as fully and completely as possible, etc.
5. When formal questioning is complete, the interviewers will ask questions relevant to the position; ie, a) “A requirement of the position is to travel out of town for training or the Annual General Assembly. This may mean being away from home for a week. Do you have any restrictions to meeting this requirement?” b) “This position may require an extended work day, weekend activities. Do you have any restrictions to meeting this requirement?” c)

“Upon review of the Job Description, do you have any restrictions to meeting the requirements of the position?”

6. The candidate will be asked if he/she has any questions.
7. Every candidate interviewed will be asked to supply three work-related references.
8. Before they leave, the candidate will be given an indication of when a hiring decision will be made.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.120 – SELECTION OF THE SUCCESSFUL CANDIDATE

POLICY:

Where all other factors are equal and/or close, preference will be granted to a Métis individual.

The selection of the successful candidate is made by the Interview Board, based on responses in the interview, the candidate's resume, availability, suitability and reference checks.

It is imperative that the references provided by the candidate of choice be called before an offer of employment is made. Human Resources will do the Reference Checks and provide them to the Interview Board.

No offer of employment will be extended either in writing or orally until the posting closing date has expired and all short listed applicants have been interviewed.

No offer of employment will be extended either in writing or orally, without the approval of the Chief Operating Officer.

PROCEDURES:

1. The Interview Board will individually review all candidate responses and indicate a "score" for each question based on the responses.
2. The highest interview score is not the sole criteria for selection.
3. All completed interview questionnaires/score sheets will be returned to Human Resources immediately following the completion of the interviews.
4. If more than one candidate is selected, based on the scores, a second interview will be necessary with each of those candidates. This interview should have the same Interview Board and the questions will be determined with Human Resources.
5. The Reference Checks will be performed by Human Resources, and copies will be sent to the Interview Board. *See Appendix 1-B: Reference Check.*
6. Once references have been checked and the Interview Board has made its final choice of candidate, the Interview Board will advise the Branch Director, providing a list of candidates and their scores and copies of the reference checks.

7. Before a Letter of Offer is sent out a completed approval template must be authorized by the Chief Operating Officer.
8. If the candidate who is the first choice declines the offer, then the Interview Board will revisit the candidates who have been interviewed on the shortlist and decide if they want to offer one of them employment.
9. Human Resources will take responsibility for ensuring that the unsuccessful candidates are advised in writing as soon as possible.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.130 – REFERENCE AND RECORD CHECKS

POLICY:

The Métis Nation of Ontario offers of employment are subject to verification of information provided by applicants. This requires checking of references. If a criminal check and/or driver's abstract are a requirement of the position, the candidate will provide prior to employment. If an ongoing requirement of the position, MNO will incur the costs of any checks.

A minimum of three references will be contacted by Human Resources to confirm information submitted by the candidate. Ideally, two of these references will be previous employers, and HR will ask questions regarding employment history and performance.

The Métis Nation of Ontario respects the rights of individuals and privacy legislation.

PROCEDURES:

1. Only those references provided and approved by the candidate will be checked.
2. Results of reference checks will be recorded and combined with candidate qualification and interview ratings to determine the candidate most suitable for the job opportunity. See *Appendix 1-B: Reference Check*.
3. If the candidate has little work experience (recent graduate, for example), they may provide professors or teachers as references.
4. Where criminal record checks or driver abstracts are required, the candidate will be referred to their local police service.



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.140 – CONFIRMATION OF EMPLOYMENT

POLICY:

The Chief Operating Officer is the sole authority for approving new employees. Upon the COO approval to hire, a letter of offer will be sent to the successful candidate by the Branch Director. The candidate must provide a written acceptance to the letter of offer.

PROCEDURES:

1. The Branch Director will email (copying Human Resources) the Chief Operating Officer seeking Permission to Hire.

REQUEST APPROVAL TO HIRE Indeterminate Employee

Employee Name	
Title	
Location	
Start Date	
Status (Determinate or Indeterminate, F/T or P/T, etc)	
Project – Cost Category	
Salary, per bi-weekly payroll or based on timesheet	
Hours per week	
Vacation entitlement (or Determinate 4%)	
Benefits after 3 months (Indeterminate Status)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Registered Pension Plan Contribution after 3 months	%
Responsive to	
<i>Designated Approving Authority</i>	
Special considerations or comments	

REQUEST APPROVAL TO HIRE Determinate Employee

Employee Name	
Title	
Location	
Branch	
Start Date	
End Date	
Status (F/T or P/T)	
Project – Cost Category	
Annual Salary or Hourly wage	
Hours per week	
Vacation entitlement (4%)	
Designated Approving Authority	
Special Considerations	

2. Upon COO approval to Hire, Human Resources will prepare a letter of offer for the Branch Director to send to the candidate, attaching the Job Description.
3. Upon receipt of the signed acceptance, the Branch Management will forward a Payroll Form to Human Resources, attaching the COO approval.
4. Human Resources will forward the Internal Information Form to internal Branches regarding equipment specifications, purchase cards and the directory.
5. Human Resources will prepare the employment contract and new hire information packet to be presented to the successful candidate prior to, or on, the first day of employment. The New Hire Information Packet will contain the following forms:
 - Appendix 1-C: Orientation Checklist*
 - Appendix 2-A: Payroll Form (copy of original)*
 - Appendix 1-F: Benefits and Pension Forms*
 - Appendix 7-A: Oath of Confidentiality*
 - Appendix 7-B: MNO Property Business Tools Assignment*
 - Appendix 1-G: In Case of Emergency.*

SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.150 – ORIENTATION OF STAFF MEMBERS

POLICY:

All newly hired employees shall receive an orientation upon commencement of employment, to facilitate their entry into the MNO, and to ensure the greatest likelihood for a successful work experience.

PROCEDURES:

1. The Chief Operating Officer has overall responsibility for ensuring that an orientation program is developed for staff and documented.
2. The *Designated Approving Authority* introduces the new employee to co-workers in their facility, and ensures an email is sent from Communications introducing the new employee.
3. Human Resources reviews with the new employee:
 - An overview of the MNO's Statement of Prime Purpose, mission, vision, and structure Overview of MNO (history, structure, political and administrative relationship, etc.)
 - the Employment Contract and details of each clause
 - the new hire information packet and forms for completion and return
 - the Policy and Procedure Manual, previewing the Table of Contents, Bill 168
 - Lines of communication and reporting procedures (part of Job Description as well)
 - MNO's approach to probation, performance review, Occupational Health and Safety
4. Finance reviews with each new employee:
 - Financial Policies and Procedures
 - Forms relevant to position
 - Required processes
5. The *Designated Approving Authority* or Branch designate will review with the new staff member:
 - the mandate, objectives, functions, policies and procedures of the Branch, and how the employee's position fits in with the organization.
 - the employee's Job Description - duties and responsibilities of the position.
 - Internal processes for Paid Time Off, Time Tracking Sheet
 - Internal spreadsheets and tracking systems
6. Documentation that the Orientation has been completed will be placed in the employee's HR file. (See *Appendix 1-C: Orientation Checklist*)



SECTION 1: RECRUITMENT AND HIRING

POLICY No. 1.160 – PROBATION

POLICY:

New Employees: The MNO ensures newly hired employees are given a reasonable period of time to establish their effectiveness and demonstrate their eligibility for continued employment. The determination is based on a performance evaluation prior to the end of the probation period (3 months). All Management and staff are expected to exercise good judgment and show cooperation and courtesy in dealing with new staff of MNO.

Existing Employees: The MNO performs annual performance evaluations on all employees and reserves the right to place existing employees on probation when there is a change of position, particularly to management and/or indication of cause for more stringent oversight.

GUIDELINES: NEW EMPLOYEES

1. All new employees serve a three (3) month probationary period unless otherwise specified in their written contract.
2. The probationary period for determinate positions will be negotiated within the terms of the contract.
3. During this time, their skill, knowledge, attitude and general appropriateness will be consistently and carefully evaluated so a proper indeterminate employment recommendation can be made.
4. Human Resources will send a reminder of the *end of probation date* to the Branch Director two weeks prior to the end of the probationary period.

GUIDELINES: EXISTING EMPLOYEES

1. Internally transferred employees to a non-management position undergo a three (3) month probationary period. Where this occurs, the employee must be provided with written notification of the length of the probationary period and the expectations of the new position and the effect on employment if the employee is unable to successfully complete the probationary period.

2. It is at the discretion of the Chief Operating Officer to waive a probationary period when an existing employee moves to a newly-created position or a management position. The employee will be provided with written notification of the length of the probationary period (if any), the expectations of the new position and the effect on employment if the employee is unable to successfully work in this new position.

PROCEDURES:

1. Employees are informed of the length of the probationary period in the contract.
2. The *Designated Approving Authority* and employee should establish performance plans, review performance and identify successes and areas for improvement at regular intervals throughout the probationary period.
3. The *Designated Approving Authority* will consistently document coaching and training sessions and reviews at regular intervals throughout the probationary period.
4. No less than two (2) weeks prior to completion of the probationary period the employee's *Designated Approving Authority* will conduct a formal review of the employee's performance with the employee, and present it to the Branch Director for signature. See *Appendix 2-G: Performance Review Tool*.
5. The *Designated Approving Authority* will provide the reviews, coaching/training documentation to the Branch Director in order to substantiate the recommendation of:
 - continue employment based on a satisfactory review (See Appendix 1-D: Probation, Successful Completion), or
 - terminate employment prior to completion of the probationary period based on an unsatisfactory review.
6. Employees may be dismissed without notice during the probationary period if performance or conduct is not acceptable, as indicated in the terms of the employment contract.
7. Where circumstances determine the need for termination the, employee must be informed in writing before the end of the probation period. In accordance with the Employment Standards Act employees who have not completed three (3) months of continuous employment are not entitled to statutory notice or termination pay in lieu of notice. See *Appendix 1-E: Probation Termination Notice*.
8. Approval to Terminate must be sought from the Chief Operating Officer, using the following table, and copying HR:

REQUEST APPROVAL TO TERMINATE

Employee Name	
Title	
Location	
Start Date	
Probation End Date	
Reports to	
Considerations	



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.010 – MANAGEMENT ACCOUNTABILITY

POLICY:

Reference: Métis Nation of Ontario Secretariat By-Laws, August 20, 2011: Article 21:
The PCMNO Executive Committee (Officers) shall have the day-to-day management and administration of the MNO.

The President of the MNO is the Chief Executive Officer (CEO) of the MNO and the Chief Operating Officer reports directly to the CEO.

The PCMNO, through the PCMNO Executive and the Chief Executive Officer, extends full responsibility to the Chief Operating Officer for the implementation of policies, procedures and practices to manage the MNO Secretariat efficiently and effectively.

Branch Directors and designated Management are accountable to the Chief Operating Officer. Branch Managers and Supervisors are accountable to their respective Branch Directors. Branch Employees are accountable to their *Designated Approving Authority*. The line of accountability is the same as the reporting relationship indicated in the employment contract and in the Employee's Job Description.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.020 – CONFLICT OF INTEREST

POLICY:

The MNO preserves public confidence and trust in its integrity by ensuring that staff perform their duties in a manner that is free of any concern of conflict of interest. Conflict of interest is a situation where staff members use their positions to promote private or personal interests either for themselves or certain others resulting in interference with the objective of their duties and/or personal gain or advantage.

Immediate family includes spouse, common-law spouse, father, guardian, sister, brother, children, stepchildren, mother-in-law, father-in-law, sister-in-law, brother-in-law, grandparent or grandchild.

PROCEDURES:

1. Employees are expected to arrange their private affairs so that no possible conflict of interest exists. Staff will not receive personal advantage or benefits as a result of access to information that is obtained in the course of duty that is not publicly available.
2. Staff are expected to refrain from:
 - Use of MNO property for any purposes other than those approved
 - Preferential treatment for family members or organizations in which they or their families hold interest
 - Behaviours that may place them under obligation to persons or organizations seeking to gain privileged consideration for own purposes
 - Using their positions to obtain employment within the MNO or access to services offered by the MNO for family members.
 - Being influenced by the prospect of appointment or employment elsewhere in fulfilling their responsibilities of their positions
 - Accepting fees, gifts or other tangibles offered which could be viewed as payment or reward for services rendered.
3. In order to minimize actual, potential or perceived conflict of interest with respect to the employment of relatives, the MNO will ensure that no staff is employed in a position where

they will be directly supervised by another family member or an individual with whom they are engaged in an intimate relationship.

4. Upon recognizing the potential for conflict of interest, staff are required to disclose the potential for conflict at the earliest opportunity and withdraw from situations or discussions that would place the member in conflict relative to the responsibilities of his or her role. The Disclosure Form is *Appendix 2-F: Conflict of Interest Disclosure*.
5. Where disclosure has not occurred and the MNO becomes aware of employment, financial, commercial or business transactions that may constitute conflict of interest, the matter will be reported to the Chief Operating Officer for investigation. Full disclosure will be requested and required.
6. If a situation arises where adherence to these policies and procedures poses a significant operational problem, the *Designated Approving Authority* will consult with their Branch Director and secure the COO's written approval prior to finalizing any hiring decision.
7. An employee's tenure of employment will not be affected if, subsequent to becoming an employee, a family member becomes part of the PCMNO
8. The Chief Operating Officer will investigate any conflict of interest situation brought forward immediately and, depending on the outcome of the investigation, will deal with it appropriately. Where a conflict of interest does arise between private interest and the MNO responsibilities, the conflict will be resolved in favour of the MNO.
9. Staff involved in alleged conflict of interest situations may request or be requested to take a leave of absence until the matter is resolved.
10. Following the investigation the MNO has the following options available to them:
 - Be satisfied that the conflict of interest does not affect performance or service
 - Instruct the individual to divest themselves of the financial investments
 - Instruct the individual to transfer the financial interest to a blind trust
 - Remove the individual from the responsibilities causing the conflict of interest; or
 - Accept the individual's resignation.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.030 – PERFORMANCE MANAGEMENT

POLICY:

The MNO's ability to execute the goals and objectives of its strategic plan, to differentiate itself in the marketplace and to achieve extraordinary value for its community, relates directly to the effectiveness of its efforts to manage performance across the workforce.

The MNO's approach to performance management provides employees with relevant feedback and coaching in respect to their performance, facilitates determination of individual and/or group development plans, and helps employees identify their personal career goals. The approach also aligns with its approach to total compensation, in particular salary and wage administration.

PROCEDURES:

1. All employees shall be evaluated prior to the end of their probationary period.
2. All employees shall be evaluated on an annual basis by December 15. Pay increases are dependent upon evaluations and must be reviewed and approved in time to take effect April 1 of each year, funding permitting. *See Appendix 2-H: Performance Review Process Guidelines for Completion, and Appendix 2-G: Performance Review Tool.*
3. All evaluations shall be supported by evidence and data wherever possible (e.g. measures of productivity, documented evidence of any failure to meet job requirements etc.). Such evidence is especially important in the case of very high or very low performance evaluations.
4. A written appraisal of performance of the Chief Operating Officer shall be made annually by the Chief Executive Officer.
5. The Chief Operating Officer shall review Branch Directors and other staff who report directly to the COO.
6. The MNO's approach is guided by the following components in a cycle of performance management:
 - Performance Appraisal – Performance Appraisal is a shared responsibility that is conducted at the end of the employee's probation period and thereafter on an annual basis (January 1 to December 31), to be completed by December 15 of each year. The *Designated Approving Authority* and the employee meet together in a formal

review process to discuss the employee's performance and progress against the MNO performance standards and the employee's specific performance objectives. In this discussion, the employee's self-assessment and the *Designated Approving Authority's* assessment are combined.

- Behaviour-Based Performance Assessment – MNO supports a model of performance appraisal that is based on the employee's behaviour assessed against the *MNO Standards of Professional Conduct* and the specific job requirements. Both the employee and the *Designated Approving Authority* are strongly encouraged to provide behavior-based evidence and information to support their respective assessments wherever this is available. Behavior-based evidence and data to support the performance assessment may be drawn from a variety of sources, including management, employee peers, stakeholders and subordinates.
- Establishing Performance Objectives and Measures – employees and their *Designated Approving Authority* clarify expectations and job requirements and together establish performance objectives that are aligned with the organization's strategic directions, initiatives, priorities and the employee's role. Performance objectives shall be defined in such a way as to produce relevant outputs and outcomes that can be readily tracked and measured over time. Specific performance measures that indicate progress and achievement of results over a set time period shall also be identified at the time of the performance appraisal. Once confirmed, the objectives and performance measures will serve to guide employee efforts toward achievement of desired outcomes.
- The Importance of Ongoing Dialogue – an MNO performance appraisal is regarded as a key component in a continual process of employee development. For this reason, employees and their *Designated Approving Authority* are expected to regularly discuss the employee's progress informally throughout the review period. Typically, performance challenges arise when an employee lacks the knowledge, skill, ability and/or experience to fulfill job requirements. One important role of the *Designated Approving Authority* is to provide ongoing feedback and coaching to employees to optimize their performance and to help develop their skills and potential. Regular dialogue helps both the *Designated Approving Authority* and the employee understand their strengths as well as those areas that need attention and further development. It is the *Designated Approving Authority's* responsibility to provide the employee with clear feedback and information, and also the opportunity, to enhance their performance through a process of continual improvement.
- Using the Performance Appraisal Tool
 - A standardized tool has been developed to assist and support *Designated Approving Authorities* and employees in the performance appraisal process. This tool is to be used in all performance appraisals.
 - All employee evaluations should identify both employee strengths as well as those areas where there is a need for attention and/or room for improvement.
 - Regarding identified areas for improvement, in addition to establishing specific performance objectives and the timelines and measures for tracking progress

against these objectives, the evaluation process should clearly identify the assistance and support each employee will receive from their *Designated Approving Authority* in their efforts to improve their performance.

- Unsatisfactory evaluations may lead to actions up to and including dismissal. In the latter case, the *Designated Approving Authority* shall ensure that documented evidence and data clearly explaining the reasons for dismissal are included in the employee's file.
- Learning and Development: During the appraisal process, employees and their *Designated Approving Authority* shall jointly identify the employee's current and future development needs. Dialogue shall include reference to the required knowledge, skills and abilities in areas that are aligned with the strategic direction of the organization, as well as development opportunities such as special assignments, specific training and/or education to build individual capability and capacity in those areas. The performance management cycle is completed when training and development, career goals and performance objectives are finalized, establishing the parameters for the next review period.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.040 – PAY PERIODS AND METHOD OF PAYMENT

POLICY:

Wages are paid bi-weekly, with twenty-six (26) pay periods per year. The official workweek for payroll purposes begins on Sunday 12:01 a.m., and ends on Saturday midnight. Staff members receive their pay in the form of a bank deposit to a bank, trust company or credit union of their choice.

PROCEDURES:

1. New staff members must provide the required banking information to Human Resources and Finance.
2. Any changes in banking information must be in writing.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.050 – HOURS OF WORK

POLICY:

1. The normal hours of operation for MNO offices are Monday to Friday, 8:30 a.m. to 4:30 p.m., as adjusted for different time zones.
2. A day, for pay purposes, is a twenty-four (24) hour period beginning at 12:01 a.m. and ending at 12:00 midnight. A week, for pay purposes, is a seven (7) day period beginning at 12:01 a.m. on Sunday and ending at 12:00 midnight on Saturday.
3. Full-time employees work forty (40) hours per week, and are paid for 37.5 hours and a half hour of paid meal break and half hour unpaid meal break each day.
4. Two breaks of fifteen (15) minutes each are available during each work day. One break will be taken in the first half of the work day and the second break will be taken in the second half of the work day. The times of the breaks will be at the discretion of the *Designated Approving Authority*.
5. Rest breaks and/or lunch breaks may not be used as time off or added together to extend lunch breaks or early departure.
6. *Designated Approving Authorities* are responsible for the scheduling of employees' hours of work; however, any change to hours of work as defined in the Contract of Employment or any ongoing variation, such as banked time, compressed work weeks, or flextime would require written approval of the Chief Operating Officer and an amendment to the Contract of Employment. This signed agreement will detail the particulars, and end (or review) date.
7. Employees are expected to report for work regularly and on time for every scheduled working day. Failure to report or work regularly and when scheduled to do so, may result in dismissal.
8. It is understood that certain categories of employees may be required to work different hours from the established hours to fulfill their job requirements. Any variation in the normal service hours requires the pre-approval of the appropriate *Designated Approving Authority*.
9. Attendance at the MNO Annual General Assembly is mandatory.

PROCEDURES:

1. Each Branch is responsible for providing adequate coverage between the hours of 8:30 a.m. and 4:30 p.m., Monday to Friday.
2. Staff shall be advised of their scheduled hours of work by their *Designated Approving Authority*.
3. Staff members are responsible for notifying their *Designated Approving Authority* if they are going to be late in arriving for work, or absent from work and expected length of absence, as soon as possible.
4. Staff members shall not be compensated for unapproved absences, and absences from work without notification to the *Designated Approving Authority* for three consecutive days may lead to sanctions up to and including dismissal. It is the staff member's responsibility to notify his/her Branch Director as soon as possible giving the reason for absence and the anticipated length of absence.
5. An employee who is absent from his/her place of work on MNO business must obtain prior approval from their *Designated Approving Authority*.
6. Staff members who are temporarily away from the office or from their workstation must notify the appropriate person in the office as to their destination, how to be contacted and the estimated time of return.
7. All employees must document their whereabouts on their Outlook Calendars.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.060 – OVERTIME AND TIME IN LIEU

POLICY:

The MNO strives to organize work so that job duties and assignments can be accomplished within the normal working day. On those occasions where employees will be unable to meet operational requirements within normal timeframes, overtime in the form of time in lieu may be requested and must be approved before the work is performed. The MNO compensates eligible employees who work pre-approved overtime in accordance with the Ontario Employment Standards Act (ESA).

Also in accordance with the ESA, managers do not qualify for overtime. These employees will be notified of their status in their Employment Contract.

Employees are encouraged to support Community Council meetings and events, and will follow the Paid Time Off process to accommodate the change in hours of work. Documentation indicating employer and employee agreement to the change in hours of work must be submitted to Human Resources on a timely basis.

GUIDELINES:

1. Hours worked by non-management employees up to 88 hours in the two (2) week payroll period will be considered as "straight time".
2. Hours worked by non-management employees in excess of 88 hours of work in the two (2) week payroll period, and authorized in advance by the *Designated Approving Authority*, shall constitute time in lieu at the rate of one and one-half times for actual time worked to the nearest half hour.
3. Overtime hours are not paid out in cash, and are earned as "lieu time".
4. Pre-approved earned lieu time is to be used as soon as possible after accumulation, and must be taken within three months of the week in which the overtime was earned.
5. Lieu is accumulated in half hour increments. There is no lieu for less than a full half hour.
6. Working on a Statutory and/or Corporate holiday must be pre-approved, using the Paid Time Off process which indicates agreement of both employer and employee.

7. Granting the gaining and use of time in lieu shall be managed by the *Designated Approving Authority*, and in any event shall not exceed one week (37.5 hours) at any time.
8. All time in lieu must be utilized prior to fiscal year end (March 31). Any exceptions must have written approval from the Chief Operating Officer or Designate.
9. When employment terminates and upon written request, outstanding overtime may be issued at the MNO's discretion as time in lieu prior to the employment termination date.
10. Unused, earned lieu time, to a maximum of 37.5 hours, will be paid out at termination on the final payroll.

PROCEDURES:

1. Employees wishing to accumulate time in lieu must submit a request to their *Designated Approving Authority* using the Paid Time Off process, prior to working overtime. See *Appendix 2-C: Paid Time Off Form – Non-Management; Appendix 2-D: Paid Time Off Form - Management*.
2. All staff members will record the number of overtime/lieu time hours worked on their time tracking sheets, along with the description of the purpose. See *Appendix 2-E: Paid Time Off Tracking Sheet*.
3. The time tracking sheets will be submitted promptly, along with the Paid Time Off form, to the *Designated Approving Authority* for approval.
4. MNO staff members may not accumulate or use their earned lieu as paid time off until their request has been approved by their *Designated Approving Authority*.
5. MNO employees are generally not expected to work on Public Statutory and Corporate holidays. (See Policy 6.010 – Statutory and Corporate Holidays)
6. In the event the employee is required to work on a Public Statutory holiday, they will be compensated with time and a half lieu time
7. In the event the employee is required to work on a Corporate Holiday, they will be compensated with straight time in lieu.
8. Employees must be physically at work to determine the number of hours worked in the payroll period. For example, when an employee is on vacation, out of the office on a Statutory or Corporate Holiday, sick, or using any authorized time off, those days (hours) are not included when tabulating the “total hours worked” in the payroll period.
9. Employees are to arrange work-related travel during work hours.
10. Hours of work for travel on the weekend will be accumulated for time traveled only.
11. Lieu for travel will be determined by comparing the modes of transport. After following Financial Policies and Procedures, only the lowest accumulation of lieu time will be approved.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.070 – OTHER EMPLOYMENT

POLICY:

If an employee engages in work outside his/her regular job at the MNO, it must be identified in writing to the Branch Director and it must not detract from the employee's job performance, be detrimental to the MNO's best interest or put the employee in a position of conflict (*please refer to MNO Policy 2.020 – Conflict of Interest*).

Honorariums received while on paid time or while representing MNO are not to be kept by staff. Such honorariums are to be given to the MNO Director of Finance for processing.

PROCEDURE:

1. Employees wishing to accept other employment during MNO regular hours (requiring a change in their contracted hours of work) must seek approval in writing from their Branch Director and the Chief Operating Officer.
2. If approved, the Branch Director will determine if the hours will be adjusted or shortened for the employee's agreement.
5. A Payroll Form indicating any change in hours will be submitted for Payroll adjustments
See Appendix 2-A: Payroll Form.
3. An amendment to the employment contract will be drawn up for the employee and COO signatures.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.080 – EXTERNAL REQUESTS FOR REFERENCES

GENERAL GUIDELINES FOR MNO RESPONDING TO REFERENCE CHECK REQUESTS:

Under privacy legislation, information available publicly is limited. Provide only information on dates of employment, position(s) held, and final wage rate.

Where other information is requested, ensure the former or existing employee has submitted a signed written release.

The Chief Operating Officer must be notified of all requests for “generic” letters of reference, requested from former or current employees.

Caution must be exercised when responding to requests for information about employees (former or existing). Legal action may result, particularly where unfavourable information impedes future employment.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.090 – TRAVEL ADVANCES/REIMBURSEMENT OF EXPENSES

POLICY:

Employees will be reimbursed for all reasonable and necessary business travel and business related expenses which are directly related to, or associated with business meetings, business trips and other performance of the MNO's business for which they are not otherwise compensated. Approved Purchase Orders must be submitted in accordance with Financial Policies and Procedures. To obtain reimbursement, employees must submit expense reports completed and substantiated with receipts and approved by the *Designated Approving Authority* as per the MNO Financial Policy.

Discretion on the expenditure of MNO funds is required of all staff members.

PROCEDURE:

See Financial Policies and Procedures, "Advances of Funds" and "Travel and Expense Reimbursement".



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.100 – MILEAGE ALLOWANCES

POLICY:

Refer to Financial Policies and Procedures, “Use of Personal Car,” and Expense Claim Form.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.110 – RENTAL VEHICLE POLICY

POLICY:

Refer to Financial Policies and Procedures, “Rental Cars.”



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.120 – MNO ANNUAL GENERAL ASSEMBLY, MEETINGS AND WORKSHOPS

POLICY:

Except under exceptional circumstances, staff meetings shall be held during normal working hours at times designated by management. Management shall also designate the time of such meetings and the person responsible for them.

Mandatory Branch training is part of the job requirements. Attendance at such meetings is mandatory unless excused in advance by a Branch Director.

All employees will attend the MNO Annual General Assembly and fulfill all duties as assigned. Employees wishing to be excused from attendance must submit a written request for approval to the Chief Operating Officer at least 30 days in advance of the AGA.

Failure to attend without authorization may be subject to the provisions of Policy No 4.030.



SECTION 2: EMPLOYMENT INFORMATION

POLICY No. 2.130 – CERTIFICATION AND LICENSING REQUIREMENTS

POLICY:

It is the policy of the MNO that employees in a position requiring certification or licensing are responsible for notifying their *Designated Approving Authority* in the event of loss or expiration of that certification or license.

During active employment with MNO, MNO will pay the costs of required licensing for their position.

It is the employee's responsibility to ensure there is a copy of their certification and/or license in their file in Human Resources.

Should a staff lose a license that is required as a condition of employment, the result may be sanctions up to and including dismissal.

SECTION 3: PROBLEM RESOLUTION

POLICY No. 3.010 – PROCESS FOR DISCIPLINARY ACTION

POLICY:

Employees are responsible at all times for conforming to the MNO Standards of Professional Conduct, implicit or explicit, whether at the local, regional, Branch, or provincial level. The MNO expects that employees will comply with all Policies and Procedures. Non-compliance is considered unacceptable conduct. Where Policies and Procedures are violated, the employee(s) involved may be subject to disciplinary action. Discipline will be issued only where determined legitimate and sufficient reason supported by facts (just cause). Discipline will be corrective, progressive and consistently applied throughout the MNO.

NOTE: When corrective action is being considered, management must first identify the matter as disciplinary or performance (see policy #2.030 Performance Management”). Clarity is required before deciding on an appropriate course of action.

PROCEDURES:

1. When a breach occurs, discipline issued will be both corrective and progressive.

Corrective – apply the least amount of disciplinary action necessary to influence employee conduct and secure compliance with Policies and Procedures.

Progressive – apply increasingly more significant disciplinary action when violations are repeated.
2. Employees will be kept informed of the MNO’s Policies and Procedures and are expected to conduct themselves in a manner that is consistent with them.
3. *Designated Approving Authorities* are required to bring specific incidents of unacceptable conduct or performance to the employee’s attention promptly.
4. Wherever possible, unacceptable conduct or performance issues will be handled by informal discussion and counseling between the *Designated Approving Authority* and the employee.
5. The degrees of formal disciplinary action available, listed in increasing intensity, are:
 - **First Stage** – verbal reprimand, includes a statement of what the employee has done wrong, how it should be corrected, and what might happen should it not be

corrected. No record of this measure will be placed on the employee's personnel file

- **Second Stage** – written reprimand, a formal warning that conduct is unsatisfactory. This measure should establish a clear understanding between an employee and the *Designated Approving Authority* as to what is expected. If more severe disciplinary action should later become necessary, the record of the reprimand(s) in the employee's Human Resources file would demonstrate that the employee was made aware of the expectations and the consequences of further misconduct.
- **Third Stage** – suspension is the temporary removal of the employee from the place of work with or without pay. A suspension may be applied for the following two reasons: a) to protect the service, persons, or property pending investigation of certain suspected misconduct when the presence of the employee at work cannot be tolerated or could undermine or impede the investigation; or b) to impose a definitive disciplinary measure for an act of misconduct.
- **Fourth Stage** – dismissal for cause is the separation of an employee from the Métis Nation of Ontario for misconduct. This measure may be applied after a series of acts of misconduct when a “culminating incident” has been reached or for a single act of serious misconduct. Termination is the most severe disciplinary measure, and the decision to proceed should be taken only after careful consideration and when it is determined that the employee is no longer suitable for continued employment by reason of misconduct.

6. The degrees of discipline are progressive and applied to give employees the opportunity to correct unacceptable behaviour. The degree applied must be appropriate to the seriousness of the offence. Any degree may be repeated or bypassed at the discretion of management.

Less significant degrees of the disciplinary process are often bypassed in cases of gross misconduct that may warrant suspension or dismissal on first offence for “just cause”.

7. *Designated Approving Authorities* are:

- Authorized to issue first and second stage discipline (verbal and/or written reprimands).
- Expected to consult with next level of management, provide all documentation and recommend third stage or fourth stage discipline. Suspension must be thoroughly reviewed and approved in advance by the Chief Operating Officer.
- Expected to recommend fourth stage discipline and consult with Branch Director, who will seek approval from the COO prior to issuing dismissal. Dismissal must be thoroughly reviewed, including all documentation, and approved in advance by the COO.

8. No action will be taken until all relevant facts regarding alleged violations have been reviewed. The employee's history and circumstance will be considered in determining the appropriateness of disciplinary action including but not limited to the employee's work record, performance evaluations, premeditation or emotional impulse, expressed remorse, and resulting economic hardship.
9. Discussions of a disciplinary nature will be conducted in a location and manner that respects the privacy and dignity of the employee.

10. Discussions of a disciplinary nature will be documented and placed in the employee's personnel file.
11. On occasion there may be need to conduct an investigation into allegations of misconduct during which time it may be necessary to remove the employee from the workplace.
 - If possible the employee will be redeployed to an alternate position pending the outcome of the investigation. Where this is not possible, the employee may be placed on an investigative leave of absence with or without pay
 - The employee who is placed on an investigative leave of absence with pay and subsequently cleared of wrongdoing will be reinstated to active employment
 - The employee who is placed on an investigative leave of absence without pay and subsequently cleared of wrongdoing will be reinstated to active employment and fully compensated for all wages withheld during the investigative leave of absence.
12. Employment termination is the ultimate form of discipline applied when, in spite of all efforts to counsel and correct conduct, the employee has not responded to disciplinary measures with the set timeframe, and/or continues to engage in the offending behaviours.

DOCUMENTATION:

1. Documentation will include the date, a brief description of the incident, expectations and timeframe for sustained change, reasonable monitoring, the date of next review and the employee's verbatim response.
2. Other than verbal reprimands, formal disciplinary measures will be issued in writing identifying the specific degree of discipline issued, the action necessary for resolution, the timeframe for sustained change and the consequences of further misconduct. The employee's signature will be requested to acknowledge receipt of the written discipline. If the employee refuses to sign, the *Designated Approving Authority* will indicate in the signature area "Employee refused to sign" and initial and date the comment. The original will be placed in the employee's file, and a copy given to the employee.
3. Records of disciplinary action will remain in employee files until the time limit of the warning has expired, behaviours have been corrected and the correction has been sustained over a two year period, at which point all disciplinary action records will be expunged by MNO Human Resources who will, in turn, advise the Designated Approving Authority that the disciplinary action records have been expunged. Notices of disciplinary action may be attached to the Employee Human Resources file as a Retention and Disposal Standard governed by the Privacy Act that must be adhered to.
4. The time limit for disposal is a minimum of two (2) years following the date of disciplinary action, provided no further disciplinary action has been recorded in the meantime. In cases where a disciplinary action has been rescinded, MNO Human Resources will ensure that the documentation of the action concerned is immediately destroyed. Notices of disciplinary action may be attached to the Employee Human Resources file as a Retention and Disposal Standard governed by the Privacy Act that must be adhered to.
5. There will be no salary increases for an employee during the term of the disciplinary action period and although the salary may be increased on return to a satisfactory evaluation, the salary increase is not retroactive.

DEFINITIONS:

A list defining unacceptable conduct follows to assist in the interpretation of unacceptable conduct and is separated as “*misconduct*” and “*gross misconduct*”.

It should be noted that the list is not intended to be all-inclusive, but an indication of what conduct is unacceptable.

Misconduct:

Generally, behaviour that will result in progressive discipline includes misconduct or violations of MNO Policies and Procedures such as:

- Failure to report to work as scheduled without proper notice and without valid reason
- Neglect of job duties
- Abuse of work time such as use of unauthorized and unexplained absences during the workday, being less than alert or sleeping on the job, conducting extended personal telephone calls during work hours
- Accessing or spending time on social media including Facebook and Twitter for any other than work related reasons
- Insubordination, refusing to comply with senior staff member’s reasonable work directions
- Willful violation or disregard of the MNO Policies and Procedures
- Unauthorized use or misuse of any MNO property or records
- Angry outbursts involving use of obscene or abusive language, being disrespectful
- Being in an unfit condition to perform the duties of the job
- Use of another employee’s computer ID and password, providing another employee with one’s own user ID and password
- Unauthorized access to confidential or privileged information
- Suggesting gifts or favours for any services provided by the MNO
- Disorderly conduct while on duty or while off duty but on the MNO premises

Gross Misconduct:

Generally, behaviours that will result in more significant progressive discipline such as suspension or dismissal on the first offence may include:

- Violence, fighting or using physical force
- Threatening or making threatening actions
- Possession or use of firearms, weapons or explosives on the MNO property
- Fraud, collusion with other employees or other misappropriation of the MNO funds or property, falsifying records, statements or financial documents
- Absence for three (3) consecutive workdays without notification to the MNO and/or without acceptable reason
- Malicious damage to or destruction of the MNO property
- Harassment, discrimination or bullying of another employee or client
- Alcohol or drug abuse on duty, caution is necessary with alcohol or drug-related illnesses
- Soliciting, procuring, or engaging in immoral acts on the premises
- Bribery
- Outside employment during normally scheduled MNO work hours
- Willful misrepresentation of information on an employment application
- Maligning the MNO.



SECTION 3: PROBLEM RESOLUTION

POLICY No. 3.020 – CONFLICT RESOLUTION PROCESS

POLICY:

All complaints shall follow the MNO Conflict Resolution process as established below. It is the mutual desire of MNO and staff that complaints shall be resolved as quickly as possible. It is understood that an employee has no issue until they have exhausted Step 1 of the resolution process.

PROCEDURES:

Step 1. Whenever possible, differences of opinion and issues will be resolved between the parties involved. Failing resolution follow step 2.

Step 2. The complainant shall submit the issues in writing duly signed to the applicable Branch Director. The complaint shall identify the nature of the issue, the facts surrounding the issue and the remedy sought.

Step 3 The Branch Director will notify the Chief Operating Office and confer with Human Resources. The appropriate Branch Director may offer other options such as Third Party Neutral to facilitate a resolution.

Step 4 If the complainant is not satisfied with the resolution they may appeal to the next level. The request for an appeal must be submitted in written form to the Chief Operating Officer within two weeks for final resolution.



SECTION 3: PROBLEM RESOLUTION

POLICY No. 3.030 – WORKPLACE HARASSMENT

POLICY:

Statement

The Métis Nation of Ontario (MNO) believes in the prevention of harassment in the workplace and promotes a harassment-free working environment in which all people respect one another and work together to achieve common goals. Any act of harassment committed by or against any employee or member of the public is unacceptable conduct that will not be tolerated. MNO will take all reasonable and practical measures to prevent and protect employees from acts of harassment.

Applicability

This Policy applies to all MNO employees, and all activities that occur while on MNO premises or while engaging in MNO business, activities, or social events.

Commitment

MNO is committed to:

1. Promoting a harassment-free workplace
2. Investigating report incidents of workplace harassment in an objective and timely manner
3. Taking necessary action to respond to those incidents, and
4. Providing support for complainants.

Definitions:

Complainant: the person who files a formal complaint in writing pursuant to this Policy.

Employee: an individual in an employment relationship with MNO.

Respondent: the individual against whom allegations that could constitute a violation of this Policy have been made.

Workplace: any place where business or work-related activities are conducted. It includes, but is not limited to, the physical work premises, work-related social functions, work assignments outside MNO's work premises, work-related travel and work-related conferences or training sessions.

Workplace harassment: 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. Examples of workplace harassment include, but are not limited to:

- unwelcome jokes, slurs, innuendoes or taunting
- behaviour or conduct which might reasonably be expected to cause harm, discomfort, offence or humiliation
- body language or gestures that are disrespectful
- inappropriate communication via electronic mail and/or attainment, display and distribution of improper information from the internet
- inappropriate, unwelcome touching, come-ons or sexual flirtation
- display of sexually offensive pictures or objects

PROCEDURES:

Reporting Workplace Harassment Incidents

An employee who believes that he/she has been subjected to harassing behaviour is to follow the steps outlined below:

1. Prior to filing a formal report of an incident a person subjected to workplace harassment (the Complainant) should let their objections to the behaviour be known to the alleged offender (the Respondent), directly or with the assistance of a third party.
2. A Complainant may ask for support from their immediate supervisor, manager, director, or HR manager to communicate their objections to the incident and/or to prepare and submit a formal complaint if they choose.
3. The Complainant should carefully record details of the incident including the date and time of the incident, the nature of the incident and names of people who may have been witnesses.
4. If the behaviour does not stop after the employee has spoken to the person, or at any point, the Complainant may choose to file a formal complaint that outlines the particulars of the allegations to their immediate supervisor, manager, director or HR manager.
5. Complaints shall be filed within a reasonable period of time following the incident(s) complained of.
6. The Respondent should be advised that the above steps have been taken and to refrain from discussing the complaint with anyone other than those involved in the investigation.

If an allegation of workplace harassment is made against an elected MNO official or a non-employee, the Complainant shall file a formal complaint directly to the COO. The Chief Operating Officer or designate shall contact the authorized representatives and inform them of the allegations made against them or their employee and take appropriate action to ensure that employees are not subjected to further harassment.

Confidentiality

Strict confidentiality is required to properly investigate an incident and to offer appropriate support to all parties involved. Any individual who becomes aware of an incident of harassment should not disclose the details of the incident to any third party. Gossiping about an incident seriously undermines the privacy of all parties involved and will not be tolerated. Those with questions or concerns about an incident should speak to their immediate supervisor, manager, director or HR manager.

Investigation of Complaints

All reports of workplace harassment will be taken seriously and will be documented and if the allegations constitute a violation of this Policy, they will be investigated. The form of investigation will depend on the circumstances and may involve appropriate law enforcement or other competent person as determined by the MNO, taking into consideration the nature of the workplace harassment and the concerns of employee(s) who experienced the workplace harassment.

- 1) Upon receipt of a formal complaint of workplace harassment, the Chief Operating Officer will assign the investigation to an internal or external person to investigate.
- 2) The investigation may include the following:
 - a) Interviewing the complainant and the respondent as soon as possible
 - b) Interviewing any witnesses
 - c) Advising all persons interviewed to refrain from discussing the complaint as well as the possible consequences.
- 3) The investigator may make a finding of:
 - a) sufficient evidence to support a finding of violation of this Policy
 - b) insufficient evidence to support a finding of violation of this Policy, or
 - c) no violation of this Policy.
- 4) The investigator will prepare a written report of their findings, and forward that report to the Chief Operating Officer.
- 5) The Chief Operating Officer or designate will make a decision whether to dismiss or act upon the report from the investigator and will advise the Complainant and Respondent in writing of the outcome.

Record Keeping

The documents corresponding to any investigation will be kept on file in a secured location, separate from any employee's personnel files, for two years from the date of the incident to be readily available for inspection by anyone directly affected by the incident, or an Occupational Health & Safety Officer. Records of any remedial action will be placed in the appropriate employee's personnel file.

Employee Responsibilities

Employees are expected to:

- act respectfully towards other individuals while at work and while participating in any work-related activity
- report any incident of workplace harassment that they have knowledge of
- understand and comply with this Policy and all related procedures
- co-operate with any efforts to investigate and resolve matters arising under this Policy, and
- participate in education and training programs and be able to respond appropriately to any incident of workplace harassment.

Management Responsibilities

Management employees are expected to:

- Ensure training and education of all employees with respect to this Policy

- Promote a harassment-free working environment
- Designate an employee to act as a Workplace Co-ordinator with respect to workplace harassment issues and to ensure compliance with this Policy
- Review all reports of workplace harassment in a prompt, objective and sensitive manner, and
- Facilitate appropriate support for all those either directly or indirectly involved in a workplace incident.

Consequences

No employee or any other individual affiliated with MNO shall subject any other person to workplace harassment or allow or create conditions that support workplace harassment. An employee of MNO who subjects another employee, client, or business associate of the MNO to workplace harassment may be subject to disciplinary action, up to and including immediate dismissal for just cause.

Additionally, discipline up to and including immediate dismissal for cause, may be imposed on the following individuals in the following circumstances:

- on managers who were aware of harassment and permitted it to take place
- on employees who bring forward complaints in bad faith or for vexatious reasons; and
- on employees who have made a false accusation under this Policy, knowingly or in a malicious manner.

Reprisals

MNO will not tolerate reprisals or retaliatory measures against any employee, who in good faith, raises a complaint of workplace harassment within the meaning of this Policy. These protections apply to anyone who cooperates in the investigation of the complaint. Disciplinary action may be taken against any person who takes any reprisal against a person who reports workplace harassment.

Assistance to Employees

Employees who have been victims of workplace harassment will be referred to the Employee Assistance Program for confidential counselling services. Use of such services will be at the employee's sole discretion.

Monitor and Review Policy Regularly

MNO will review this Policy and the effectiveness of its workplace harassment prevention measures at least every year and after any critical incident of harassment in the workplace. MNO will provide employees with information and training regarding workplace harassment at least once every three (3) years.



SECTION 3: PROBLEM RESOLUTION

POLICY No. 3.040 – WORKPLACE VIOLENCE

POLICY:

Employer Statement:

The Métis Nation of Ontario (MNO) believes in the prevention of violence in the workplace and promotes a violence-free working environment in which all people respect one another and work together to achieve common goals. Any threat or act of violence committed by or against any employee or member of the public is unacceptable conduct that will not be tolerated. MNO will take all reasonable and practical measures to prevent and protect employees from acts of violence. MNO will assess the workplace for threats of violence or incidences of violence on an ongoing basis and identify factors that contribute to workplace violence.

Applicability:

This Policy applies to all MNO employees and all activities that occur while on MNO premises or while engaging in MNO business, activities, or social events.

Employer Commitment:

MNO is committed to:

1. Promoting a violence-free workplace
2. Investigating reported incidents of workplace violence in an objective and timely manner
3. Taking necessary action to respond to these incidents, and
4. Providing support for complainants.

Definitions:

- Complainant: the person who files a formal complaint in writing pursuant to this Policy.
- Employee: an individual in an employment relationship with MNO.
- Respondent: the individual against whom allegations that could constitute a violation of this Policy have been made.
- Workplace: any place where business or work-related activities are conducted. It includes, but is not limited to, the physical work premises, work-related social functions, work assignments outside MNO's work premises, work-related travel and work-related conferences or training sessions.

Workplace violence: the threat, exercise, or attempted exercise, of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker.

Examples of workplace violence include, but are not limited to:

1. threatening behaviour such as shaking fists, destroying property or throwing objects
2. verbal or written threats that express an intent to inflict harm
3. physical attacks
4. any other act that would arouse fear in a reasonable person in the circumstances

PROCEDURE:

Reporting Incidents of Workplace Violence

1. An employee who believes that he/she has been subjected to, has witnessed, has knowledge of, or has a reason to believe workplace violence may occur, shall immediately report such information to their supervisor/manager/director or HR manager. Any workplace violence involving an elected MNO official or non-employee of MNO will be reported directly to the Chief Operating Officer.
2. Emergencies that require immediate response should be reported to the employee's immediate supervisor/manager/director/HR manager. If there is a serious and immediate threat, employees will receive information and instructions from management and, depending on the nature of the workplace violence, the appropriate law enforcement agency may be summoned.
3. Non-emergencies such as threats or threatening behaviours must also be reported immediately to the employee's immediate supervisor/manager
4. The Health and Safety Committee will be notified of incidents of workplace violence within four days of the incident and the Committee shall review and develop recommendations to eliminate potential risks and hazards.

If an allegation of workplace violence is made against an MNO elected official or a non-employee, the Chief Operating Officer and/or designate shall contact the authorized representatives and inform them of the allegations made against them or their employee and take appropriate action to ensure that employees are not subjected to further violence.

Confidentiality

Strict confidentiality is required to properly investigate an incident and to offer appropriate support to all parties involved. Any individual who becomes aware of an incident of violence should not disclose the details of the incident to any third party. Gossiping about an incident seriously undermines the privacy of all parties involved and will not be tolerated. Those with questions or concerns about an incident should speak to their immediate supervisor, manager, director or HR manager.

Investigation of Complaints

All reports of workplace violence or potential incidents will be taken seriously and will be documented and investigated. The form of investigation will depend on the circumstances and may involve appropriate law enforcement or other competent person as determined by the

MNO, taking into consideration the nature of the workplace violence and the concerns of employee(s) who experienced the workplace violence.

- 1) Upon receipt of a formal complaint of workplace violence, the Chief Operating Officer or designate will assign the investigation to an internal or external person to investigate.
- 2) The investigation may include the following:
 - a) Interviewing the complainant and the respondent as soon as possible
 - b) Interviewing any witnesses
 - c) Advising all persons interviewed to refrain from discussing the complaint as well as the possible consequences.
- 3) The investigator may make a finding of
 - a) sufficient evidence to support a finding of violation of this Policy
 - b) insufficient evidence to support a finding of violation of this Policy, or
 - c) no violation of this Policy.
- 4) The investigator will prepare a written report of their findings, and forward that report to the Chief Operating Officer.
- 5) The Chief Operating Officer will make a decision whether to dismiss or act upon the report from the investigator and will advise the Complainant and Respondent in writing of the outcome.

Record Keeping

The documents corresponding to any investigation will be kept on file in a secured location, separate from any employee's personnel files, for two years from the date of the incident to be readily available for inspection by anyone directly affected by the incident, or an Occupational Health & Safety Officer. Records of any remedial action will be placed in the appropriate employee's personnel file.

Employee Responsibilities

Employees are expected to:

- act respectfully towards other individuals while at work and while participating in any work-related activity
- ensure their own immediate physical safety in the event of workplace violence, then to report the incident to the police or a supervisor/manager as the situation warrants
- report any incident of workplace violence that they have knowledge of
- understand and comply with this Policy and all related procedures
- co-operate with any efforts to investigate and resolve matters arising under this Policy, and
- participate in education and training programs and be able to respond appropriately to any incident of workplace violence.

Management Responsibilities

Management employees are expected to:

- Ensure training and education of all employees with respect to this Policy
- Promote a violence-free working environment
- Conduct a risk assessment of the workplace to determine the potential for the risk of violent situations. The assessment will take into consideration circumstances that would be common to similar workplaces and circumstances that are specific to the working environment at MNO. The Health and Safety Committee will be advised of the results of the assessment.

- MNO will reassess the risks of workplace violence as often as is necessary to ensure the continued protection of employees from workplace violence. Results of the assessment will be provided to the Health and Safety Committee.
- Provide employees with information including personal information, about a person with a history of violent behaviour if the worker can be expected to encounter such a person in the course of his/her work and the risk of workplace violence is likely to expose an employee to physical injury
- Take all reasonable precautions in the circumstances for the protection of an employee if MNO becomes aware of a domestic violence situation that would likely expose an employee to physical injury in the workplace
- Designate an employee to act as a Workplace Co-ordinator with respect to workplace violence issues and to ensure compliance with this Policy
- Review all reports of workplace violence in a prompt, objective and sensitive manner, and
- Facilitate medical attention and appropriate support for all those either directly or indirectly involved in a workplace incident.

Consequences

No employee or any other individual affiliated with MNO shall subject any other person to workplace violence or allow or create conditions that support workplace violence. An employee of MNO that subjects another employee, client, or business associate of the MNO to workplace violence may be subject to disciplinary action, up to and including immediate dismissal for just cause.

Additionally, discipline up to and including immediate dismissal for cause, may be imposed on the following individuals in the following circumstances:

- on employees who bring forward complaints in bad faith or for vexatious reasons; and
- on employees who have made a false accusation under this Policy, knowingly or in a malicious manner.

Reprisals

MNO will not tolerate reprisals or retaliatory measures against any employee, who in good faith, raises a complaint of workplace violence within the meaning of this Policy. These protections apply to anyone who cooperates in the investigation of the complaint. Disciplinary action may be taken against any person who takes any reprisal against a person who reports workplace violence.

Assistance to Employees

Employees who have been victims of workplace violence will be referred to the Employee Assistance Program for counselling services. Use of such services is confidential and will be at the employee's sole discretion.

Monitor and Review Policy Regularly

MNO will review this Policy and the effectiveness of its workplace violence prevention measures at least every year and after any critical incident of violence in the workplace. MNO will provide employees with information and training regarding workplace violence at least once every three years.



SECTION 4: CHANGE OF STATUS

POLICY No. 4.010 – ACTING POSITIONS

POLICY:

Acting positions are assigned at the discretion of the Branch Director in consultation with the Chief Operating Officer.

An employee may be requested to fill an acting position within the MNO. Such periods are temporary and for a set period of time.

If an employee is appointed to an Acting Position, they will be compensated at the base rate of pay for the Acting Position unless it is less than their existing rate of pay.

When employees are in an acting capacity they assume the duties and all responsibilities and accountability for the acting position.

If moving from a non-management to an acting management status, the employee will be exempt from the Employment Standards Act Hours of Work while in the position.

PROCEDURES:

1. The Branch Director ensures that staff and Branches are notified of all acting assignments.
2. The Branch Director will ensure that Finance/Payroll receives written notification, including changes in salary, prior to the date of appointment where possible and a copy sent to Human Resources for inclusion on the employee file.
2. The employee will revert to their previous position salary, responsibilities and accountability, immediately on the termination of the acting appointment unless other terms are approved by the Chief Operating Officer.



SECTION 4: CHANGE OF STATUS POLICY No. 4.020 – RESIGNATIONS

POLICY:

Any employee who decides to resign from the MNO must give written notice to the *Designated Approving Authority* for advisement to the Branch Director before the expected departure from MNO employment. The Branch Director must inform the Chief Operating Officer and Human Resources upon receipt of such notice. Resigning employees are not entitled to Severance Pay. Current employees who are elected to serve in a political position with the MNO must resign from their MNO employment prior to assuming the political position.

GUIDELINES:

1. An employee who terminates voluntarily is expected to give the following written notice:
 - Management Staff 4 weeks minimum
 - Professional / Supervisory Staff 4 weeks minimum
 - Staff 2 weeks minimum
2. Employees who abandon their jobs will be deemed to have resigned.
3. The MNO benefits coverage ceases on the day following the last day of employment.
4. The MNO Registered Pension Plan ceases with the last payroll deposit. Information from the carrier will be sent directly to the employee's residence.
5. The MNO will determine financial liabilities for repayment and identify any property belonging to the organization for return on or before the last day of employment (e.g. security cards, keys, I.D. Cards, credit cards, files and MNO equipment).
6. Outstanding vacation entitlements and lieu in time, to a maximum of 37.5 hours, may be taken before the effective termination date or will be paid out to the employee with the final cheque.
7. Exit Interviews will be conducted prior to the last day in the workplace to:
 - ascertain the staff member's reason for leaving
 - discuss possible improvements to the work environment or program
 - further reinforce a positive staff member/employer relationship

PROCEDURES:

1. The terminating employee provides a letter of resignation indicating the last day of employment to the *Designated Approving Authority*.
2. The *Designated Approving Authority* will forward the resignation to their Branch Director and Human Resources.
3. Branch Director advises the Chief Operating Officer within 24 hours.
4. The Branch Director, with the assistance of Human Resources, prepares and sends a letter accepting the resignation. The letter will include advisement regarding group benefits and Registered Pension Plan if applicable.
5. The Branch Director promptly completes all necessary documentation for termination including notification of payroll. See *Appendix 2-A: Payroll Form and Appendix 2-B: Internal New Employee or Termination Notification*. This will ensure the internal branches are notified where “action items” are specified, and benefits and RPP notifications are sent.
6. Owing lieu (overtime), to a maximum of 37.5 hours, and vacation pay and all other outstanding payments owing to the employee or to the MNO will be adjusted, on the final salary payment upon authorization. Current, and approved by *Designated Approving Authority*, Paid Time Off forms and PTO Tracking Sheets must be submitted with the final Payroll Form to HR. See *Appendix 2-A: Payroll Form*.
7. Once the final payroll is processed, a Record of Employment is produced and submitted to Service Canada electronically. No copy is sent to the employee.
8. The Chief Operating Officer, Designate or Human Resources will conduct an exit interview with each terminating employee.
9. A written summary of performance may be requested by the Branch Director prior to exit interview.
10. The Branch Director makes a record of comments and/or suggestions made during the exit interview and other relevant information which is sent to the Chief Operating Officer.



SECTION 4: CHANGE OF STATUS

POLICY No. 4.030 – DISMISSAL

POLICY:

An employee may be dismissed from employment with the MNO in accordance with the Employment Standard Act.

GUIDELINES:

Complete documentation including annual performance evaluations, a record of the coaching, Paid Time Off Tracking Sheet and disciplinary process where applicable, must be included in the personnel file of the dismissed employee.

1. Employees may be asked to leave immediately and paid wages in lieu of notice as indicated below, in compliance with the Employment Standards Act.
2. The MNO group benefits coverage and Registered Pension Plan cease on the day following the last day of employment.
3. Generally dismissals fall into one of the following categories:
 - All employment with MNO is dependent on funding, and if there is no funding available for a position, then that position will be terminated.
 - An employee may be dismissed within the probationary period if it is determined that he/she is not suited for the position and responsibilities assigned.
 - An employee is laid off for a period that is longer than 35 weeks in a 52 week period
 - Dismisses or stops employing an employee for “just cause” which may include but is not limited to the following:
 - Ongoing poor job performance
 - Absence without proper authorization
 - Attendance issues
 - Attending work intoxicated or under the influence of an illegal substance.
 - Any theft related to the MNO, other staff or clients
 - Removing MNO property, records or confidential information from the premises without permission
 - Any allegations or criminal charges related to physically, sexually or emotionally abusing or assaulting other individuals
 - Fraudulent activity
 - Breaches of MNO Policies and Procedures

- Breaches to the Ontario Human Rights Code & Workplace Discrimination & Harassment
- Failure to declare a conflict of interest
- A conviction of a serious criminal activity

Prior to receipt of final documentation, including termination pay and Severance Pay where applicable, the terminated employee shall sign a Release form and Indemnity form.

WRITTEN NOTICE OF TERMINATION:

An employee who does not receive the written notice required under the ESA must be given termination pay in lieu of notice.

When an employee is terminated, the written notice required under the ESA is generally determined by how long someone has been employed by an employer

The following Chart specified the periods of statutory notice required:

Length of Employment	Notice Required
Less than 3 months	None
Over 3 months but less than 1 year	1 week
1 year but less than 3 years	2 weeks
3 years but less than 4 years	3 weeks
4 years but less than 5 years	4 weeks
5 years but less than 6 years	5 weeks
6 years but less than 7 years	6 weeks
7 years but less than 8 years	7 weeks
8 years or more	8 weeks

Written notice of termination of employment must be addressed to the employee. It can be provided in person or by mail, fax or e-mail as long as delivery can be verified.

SEVERANCE PAY:

An employee qualifies for severance pay when he or she is dismissed under the provisions of the ESA and has worked for the employer for five (5) or more years.

Severance pay is based on the number of completed years of employment to a maximum of 26 weeks.

PROCEDURES:

1. The Branch Director refers all potential cases of dismissal to the Chief Operating Officer and Human Resources.
2. The Branch Director, the Chief Operating Officer, and Human Resources will confer and develop a strategy for dismissal.

- The Branch Director must seek the written approval of the Chief Operating Officer for all terminations.

REQUEST APPROVAL TO TERMINATE

Employee Name	
Title – Location	
Branch	
Start Date	
Status	
Project – Cost Category	
Salary	
Designated Approving Authority	
Considerations	

- The decisions to terminate employment will be confirmed in writing to the employee. The letter will outline the effective date of termination and the proposed severance package, if any, being offered. The employee may be required to sign an appropriate Release and Indemnity form as a condition of receipt of any severance package.
- The Branch Director or Designate submits written notification to Human Resources, using the Payroll Form, who will notify Finance Branch, Information Technology, and MNO staff Directory.
- Upon termination, it is the responsibility of the Branch Director to ensure all security cards, keys, I.D. cards, credit cards, files and MNO equipment are returned, and make the necessary security adjustments.
- Upon termination, it is the responsibility of the Branch Director to ensure the final Payroll Form indicates all necessary deductions (outstanding vacation, lieu).



SECTION 4: CHANGE OF STATUS

POLICY No. 4.040 – DEATH OF A STAFF MEMBER

POLICY & PROCEDURE:

Upon notification of the death of a staff member, the Chief Operating Officer is informed, and then Human Resources will contact the next of kin to arrange the application of survivor benefits.

It is incumbent upon the claimants to contact MNO Human Resources and to apply for survivor benefits.



SECTION 4: CHANGE OF STATUS

POLICY No. 4.050 – RETIREMENT

POLICY:

Ontario Human Rights Commission: Persons aged 65 and older who believe that they have been discriminated against on the basis of age, including through mandatory retirement policies, may file a complaint of discrimination on the basis of age with the Ontario Human Rights Commission.

This does not mean that employers cannot have retirement programs based on a certain age. Rather, it means that such programs cannot be mandatory, except for judges, masters, and justices of the peace under the *Courts of Justice Act*, for whom there is a specific exemption under the *Code*.

It should be noted that the provision of medical, dental, disability and insurance benefits to employees aged 65 and older will remain at the discretion of employers. Exemptions in the Ontario Human Rights *Code* and the *Employment Standards Act* and Regulations mean that differential provision of benefits to employees aged 65 and older is not subject to human rights challenges. Similarly, age-based distinctions under the *Workplace Safety and Insurance Act* are shielded from scrutiny under the *Code*.

For complete information, please refer to the Ontario Human Rights Commission.

PROCEDURE:

1. Staff members wishing to retire must notify the Chief Operating Officer in writing in accordance with the MNO Resignation Policy.
2. The employee must submit a reconciliation of hours worked and outstanding expense claims at the time of the advisement of retirement.
3. Human Resource will draft a letter of acceptance of notice of retirement for the Branch Director. A copy of the final signed copy will be provided to Human Resources.
4. The Branch Director or designate will provide the signed Payroll Form to Human Resources.
5. A Record of Employment will be submitted electronically to Service Canada at the time of the final pay.
6. Group benefits and Registered Pension Plan providers will be notified.



SECTION 5: BENEFITS

POLICY No. 5.010 – EMPLOYER SPONSORED GROUP INSURANCE

POLICY:

Group Insurance Benefits:

All indeterminate full-time staff members and indeterminate part-time staff members working at least twenty (20) hours per week are eligible for benefits as listed below with the exception of exemptions as outlined in Policy 4.050.

- group life insurance
- accidental death and dismemberment benefits
- group critical illness insurance
- long-term disability benefits
- dental benefits
- extended health care benefits
- Employee Assistance Program
- travel plan (out of country limited coverage)

Insurance benefits coverage is effective once the waiting period has passed (three months) established under each benefit. Insurance premiums are paid by the employer; the Long Term Disability portion is paid by the Employee. A detailed description of the plan is available through a request from Human Resources and is provided to new staff members.

PROCEDURES:

1. Human Resources is the Plan Administrator. All requests for information or assistance regarding benefits may be made directly to Human Resources.
2. On the first day of employment, Human Resources will provide employees with a detailed description of the MNO benefits.
3. Employees are required to complete all documentation to implement the benefits and return with all initial “new employee” documents.
4. Manulife Group Benefits is the provider of the MNO Group Benefits Plan.
5. Upon enrolment in the Group Benefits plan, the employee will receive a “benefits card” and instructions for accessing information on the website.

6. It is the employee's responsibility to advise Human Resources of all changes in personal information which may affect benefits coverage (change of name, address, salary, marital status, beneficiary, type of coverage, etc.)
7. The Long Term Disability premium deductions will be paid by the employee on each salary payment through Payroll. Should it be necessary for an employee to be approved for Long Term Disability, there will be no taxes deducted from the payments because this portion is employee-paid.
8. MNO is responsible to pay for the coverage as outlined in the agreement with the provider. Payment for any additional coverage (for example, Optional Life) is the responsibility of the employee.
9. The employee must be actively employed to participate in the Group Benefits Insurance plan. Upon severance of the employment contract for whatever reason, coverage will cease on the last date of employment.
10. In the event of termination of employment, information and forms will be provided regarding conversion of benefits and life insurance.
11. In the event the employee becomes disabled due to sickness or injury, MNO will continue to pay premiums, thereby keeping the employee and family covered under the plan. Coverage will continue as follows:
 - During the first 119 days of disability, MNO will continue to pay for all benefits that are 100% company-paid. The employee will be expected to continue to remit premiums for employee-paid Optional Life Insurance and Voluntary AD&D Insurance.
 - During the 24 month period immediately following the first 119 days of disability, MNO will continue to pay for all benefits that are 100% company-paid provided the employee is approved for, and in receipt of, Long Term Disability benefit payments under our plan. During this period it is possible that certain benefits may remain in force with premiums being waived by the insurance company.
 - At the end of the above-mentioned 24-month period, all coverage under our Benefit Plan will cease, regardless of whether you continue to be in receipt of Long Term Disability benefits. While it is possible that certain benefits may continue to be in force with premiums being waived by the insurance company, all coverage and employer obligations under our Benefit Plan will cease.
5. *Optional Benefits Enrollment* - At a certain salary, staff are eligible for excess coverage, subject to approval by the insurance company. Long Term Disability payments are based on the employee's salary to a Non-evidence Maximum of \$2,500 per month (annual salary of \$45,000) for staff. For Management with an Overall Maximum of \$6,000 (annual salary of \$108,000), since this goes above the policy MNO currently provides, management may apply for Excess Coverage at an additional cost to you which will require a medical application. These applications are made directly to the Insurance Company as they contain sensitive and private information. Human Resources has forms available for Long Term Disability and Optional Life, Spousal Optional Life, and Optional Accidental Death and Dismemberment.



SECTION 5: BENEFITS

POLICY No. 5.020 – REGISTERED PENSION PLAN

POLICY:

Registered Pension Plan (RPP):

All Indeterminate full-time employees and Indeterminate part-time employees working at least twenty (20) hours per week are eligible enrolment in the Registered Pension Plan. It is mandatory participation for Indeterminate full-time staff, and optional enrolment for Indeterminate Part-time employees.

PROCEDURES:

1. Human Resources is the Plan Administrator. All requests for information or assistance regarding benefits may be made directly to Human Resources.
2. On the first day of employment, Human Resources will provide employees with a detailed description of the MNO Registered Pension Plan.
3. Employees are required to complete all documentation to implement the Registered Pension Plan, and return with all initial “new employee” documents.
4. After successful completion of three months, the employee will be enrolled in the RPP and the percentage deduction outlined in the Employment Contract will be deducted through the payroll.
5. The RPP is administered through Great West Life. Human Resources will provide contact information to the employees.
6. It is the employee's responsibility to advise Human Resources of all changes in personal information which may affect benefits coverage (change of name, address, salary, marital status, beneficiary, etc.) The required forms are available through Human Resources.
7. Upon severance of the employee/employer relationship, Great West Life will contact the individual through their home address regarding their RPP.



SECTION 5: BENEFITS

POLICY No. 5.030 – STAFF MEMBER TRAINING AND DEVELOPMENT

POLICY:

The MNO will take every opportunity possible funding permitting, to provide for the training and development needs of staff members (as funds and work requirements allow). The MNO encourages staff members' development and provides direct assistance including financial assistance and/or release time for approved programs.

Ongoing training will be accomplished through regular supervision and staff meetings where topics are presented. Professional development time slots may be scheduled for topics and/or guest speakers.

Attendance at outside seminars, workshops and conferences, which can benefit MNO as well as individual staff members, may be considered.

Employees may be paid in part or full for courses taken through a recognized education system that are employment related and successfully completed. In these instances the Branch Director will recommend MNO coverage for courses and other expenses (for example, texts, parking) taken, to the Chief Operating Officer for approval, prior to the staff member registering.

PROCEDURES:

1. The employee must obtain the approval prior to registering by submitting a written request to the Branch Director, who will recommend to the Chief Operating Officer, for approval.
2. An individual may receive up to 100% reimbursement depending on the available budget and the relevance to the training, education or development. Proof of completion and passing grade is required to obtain reimbursement.
3. Reimbursement will not be considered for staff members who leave the employ of the MNO prior to successful completion.



SECTION 5: BENEFITS

POLICY No. 5.040– PAYMENT OF PROFESSIONAL DUES AND MEMBERSHIPS

POLICY:

Determinate employees may be encouraged to secure professional registration with organizations. Should the MNO request that a staff member secure additional professional registrations or memberships, expenses incurred may be reimbursed by the MNO.

PROCEDURE:

1. Prior to registering, employees will submit a request for payment of professional dues/memberships (recommended by his/her Branch Director) to the Chief Operating Officer.



SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.010 –STATUTORY AND CORPORATE HOLIDAYS

POLICY:

Qualified employees will receive the following Statutory and MNO Corporate Holidays with pay providing they work their regularly scheduled workday before and after the holiday, or are using a pre-approved Paid Time Off allowance.

In accordance with the Employment Standards Act (ESA): “qualified” employees can be full time, part time, permanent or on contract. They can also be students. It does not matter how recently they were hired, or how many days they worked before the holiday.

Statutory Holidays (9):

New Year’s Day	January 1
Family Day	3 rd Monday of February
Good Friday	Varies
Victoria Day	1 st Monday before May 25
Canada Day	July 1
Labour Day	1 st Monday in September
Thanksgiving Day	2 nd Monday in October
Christmas Day	December 25
Boxing Day	December 26

MNO Corporate Holidays (5):

Easter Monday	varies
National Aboriginal Day	June 21
Civic Holiday	1 st Monday in August
Remembrance Day	November 11
Louis Riel Day	November 16

PROCEDURES:

1. The MNO will be closed for business on the above identified holidays. When the Statutory or Corporate Holiday falls on a Saturday or Sunday while the MNO offices are normally closed, the following Monday or previous Friday will be considered to be the holiday.

2. All MNO offices will close for the selected day by authorization of the Chief Operating Officer.
3. Qualified employees are entitled to take these days off work and be paid holiday pay. This pay is calculated on all the regular wages earned in the 4 weeks before the work week with the public holiday plus all the entitled vacation pay payable divided by 20.
4. When a Statutory Holiday falls on an employee's non-working day or during an employee's vacation the employee is entitled to either a substitute holiday off with public holiday pay or public holiday pay for the public holiday, if the employee agrees to this in writing.
5. A substitute holiday is another working day off work that is designated to replace a holiday. Employees are entitled to be paid public holiday pay for a substitute holiday. A substitute holiday must be scheduled for a day that is no later than three months after the public holiday
6. When an employee is required to work on a Corporate Holiday, they will be given lieu time, equivalent to the number of hours worked, to be used within the Payroll Period (see Policy 2.060: Overtime / Lieu Time)



SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.020 – ANNUAL VACATIONS

POLICY:

The MNO provides indeterminate full-time and indeterminate part-time employees with earned vacation time benefits.

The Ontario Employment Standards Act separates Vacation Time and Vacation Pay. Vacation pay is an “earned” entitlement, based on hours worked.

GUIDELINES:

1. The normal vacation entitlement year runs in accordance with the fiscal year from April 1 to March 31.

Entitlement is as follows:

During first & second full fiscal years of service	10 days
In third through seventh full fiscal years of service	15 days
In the eighth and subsequent full fiscal years of service	20 days

2. When an employee is hired after April 14, vacation leave is prorated based on actual time worked prior to the MNO next fiscal vacation year and rounded upward to the nearest half day.
3. Staff on probation (first three months of employment) will earn vacation time with pay, but will not be entitled to use any vacation during such period.
4. Upon successful completion of Probationary Period, vacation time with pay may be requested through the Paid Time Off process
5. **Indeterminate (Permanent) part-time staff** will receive the same number of vacation days as similarly classified full-time staff, on a pro-rated to hours worked basis.
6. **Casual staff** earns vacation pay only, at 4% under the Ontario Employment Standards Act, which is paid with each salary payment. Vacation time taken is without pay.
7. Each employee is credited with his/her full annual entitlement at April 1st of each full year of service.

8. Employees shall provide written notice of their preferred vacation period according to the Paid Time Off (PTO) procedure and must receive approval from their *Designated Approving Authority*. Every reasonable effort shall be made to grant chosen vacations, keeping in mind the requirements of MNO. Vacations are not cumulative; and are to be completed within the fiscal year they are earned.
9. Employees may request to hold vacation days from one calendar year to the next, pending the approval of the Chief Operating Officer. The request is to be submitted for approval by the Branch Director. The number of days carried over is not to exceed five (5) days and must be used within the next fiscal year.

VACATION TIME AND TERMINATION OF EMPLOYMENT

1. Earned vacation days are not reduced when:
 - A public or corporate designated holiday occurs during the employee's vacation time off
 - An employee is hospitalized under the care of a medical doctor during the employee's vacation time off, supplies medical documentation and has sick leave credits; or
 - An employee experiences the death of an immediate family member and qualifies for Bereavement leave during the employee's vacation time off.
2. **Vacation time accrues** during periods of leave approved with pay such as: paid sick leave, paid bereavement leave, leave due to injury at work paid under the Workers Compensation Act and Jury duty in addition to unpaid sick leave (disability), pregnancy/parental/family leave or unpaid leave for personal reasons.
3. **Vacation Pay does not** accrue during periods of leave approved without pay, such as unpaid sick leave (disability), pregnancy/parental/family leave or unpaid leave for personal reasons.
4. When the employee's sick leave credits have been exhausted, vacation entitlement may be pro-rated based on actual time worked during that vacation year and paid to the employee upon written request.
5. If an employee terminates his/her employment prior to the end of the fiscal year and has already taken vacation days, the monetary amount equivalent to the number of days' vacation paid by the MNO but not duly earned will be withheld from their last pay cheque.
6. If an employee terminates his/her employment prior to having taken the number of annual vacation days earned, the monetary amount equivalent to the number of vacation days accrued will be added to their final cheque.
7. An employee who terminates his/her employment prior to the completion of one year of service to MNO, shall receive vacation pay in lieu of vacation leave in the amount of four per cent (4% or as required by legislation) of his/her earned salary, calculated from his/her first day of employment.
8. The same policies will apply to employees who are terminated by the MNO.

PROCEDURES:

1. A vacation request is made through the Paid Time Off (PTO) process,
 - Employee completes the Paid Time Off form, including the updated tracking sheet and submits to his/her *Designated Approving Authority* for approval.
 - The *Designated Approving Authority* approves or denies and signs the request
 - The employee is notified
 - The form is submitted to Human Resources signifying both parties agree on the use of entitlements.

2. This request shall be approved at least 48 hours prior to vacation being taken whenever possible.

VACATION PAY:

Casual/short-term employees will receive a minimum of 4% of the gross “wages” earned with each payroll payment. The gross “wages” on which vacation pay is calculated include:

- Regular earnings
- overtime pay
- public holiday pay
- termination pay in lieu of written notice



SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.030 – MATERNITY, ADOPTION AND PARENTAL LEAVE

POLICY:

In accordance with the Employment Standards Act, employees shall be granted leave without pay to apply for maternity and/or parental leave.

PROCEDURES:

1. Provide MNO with a Doctor's note identifying the due date of the baby for HR records as soon as possible.
2. Provide one week's minimum written notice of anticipated last date of work and request for maternity leave (maternity benefits can be paid up to a maximum of 15 weeks` total).
3. If the employee knows their intentions, they can also include the request to combine Parental leave at the same time and identify anticipated length of parental leave if being split with another person.
4. At least one month before the expiration of the maternity leave, if not already done, the employee must inform the employer of intentions to take parental leave in conjunction with the maternity leave and the length of time to be taken (parental benefits can be paid up to a maximum of 35 weeks total).
5. Return to work in writing must be confirmed at least one (1) week prior to end date of total leave.
6. The employee may return to work earlier with a minimum of 1 week's written notice.
7. If the employee decides not to return to work at the end of the total leave period, the employee must provide written notice of intention to vacate their position or other request, pursuant to Policy 4.020.
8. A Record of Employment will be processed for Maternity/Parental Leave.
9. Within 30 days of the birth of the child, the employee must notify Human Resources in writing of the date of birth. The employee must also update their personal information on the Manulife website and change all necessary information.
10. As the employer, MNO wants to make sure that the employee's health and safety as a pregnant woman are protected while working, and that they are not exposed to risk. The

employee should discuss what actions to take if any problems are identified. Any work-related concerns, specifically in relation to the work environment during pregnancy, should be brought to the attention Human Resources as soon as possible.

11. For further information, refer to Service Canada.



SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.040 – LEAVE OF ABSENCE

POLICY:

Leave of absence may be granted for reasonable lengths of time with or without pay, as approved by the Chief Operating Officer. Approval will be based on operational needs, adequate coverage, reason for the request, etc. Indeterminate full and part-time employees are eligible to apply for a leave of absence after 12 months of continuous service.

PROCEDURES:

1. A written request outlining the reason for the leave shall be submitted to the *Designated Approving Authority* for submission to the Branch Director and Chief Operating Officer.
2. Approval is authorized by the Chief Operating Officer.
3. Continuation of benefits during the period of leave is determined on an individual basis, and is dependent on length of leave.
4. Vacation credits do not accrue during the leave of absence.
5. An employee who fails to report to work by the first working day following this leave, without explanation will be considered to have abandoned their position.



SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.050 – FAMILY MEDICAL LEAVE

POLICY:

Employment Standards Act (ESA): *Family medical leave is unpaid, job-protected leave of up to eight (8) weeks in a 26 week period.* Family medical leave may be taken to provide care or support to certain family members in respect of whom a qualified health practitioner has issued a certificate indicating that he or she has a serious medical condition with a significant risk of death occurring within a period of 26 weeks. The medical condition and risk of death must be confirmed in a certificate issued by a qualified health practitioner.

Detailed information and guidelines may be found on the Employment Standards Act website, or by telephoning ESA directly.



SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.060 – BEREAVEMENT LEAVE

POLICY:

Up to three (3) consecutive working days off with pay is granted to an employee who has suffered the loss of an immediate family member which includes:

- A spouse (includes both married and unmarried couples, of the same sex or the opposite sex)
- A parent, step-parent, foster parent, child, step-child, foster child, grandparent, step-grandparent, grandchild or step-grandchild of the employee or the employee's spouse
- The spouse of an employee's child
- A brother or sister of the employee
- A relative of the employee who is a dependent of the employee for care or assistance

Additional time off, may be granted in extenuating circumstances with the recommendation of the Branch Director and the approval of the Chief Operating Officer. For Paid Time Off beyond the three days, the employee may use earned Lieu or Vacation entitlements.

In the event of a more distant relative or close friend, an employee is entitled to request compassionate leave to attend the funeral or service (without pay), to be approved by the Branch Director and Chief Operating Officer.

At any time the MNO reserves the right to request supporting documentation.

PROCEDURES:

1. Employees will notify their Branch Director when bereavement leave is requested. The request must be followed up in written form (Paid Time Off).
2. Refer to The Ontario Employment Standards Act for further information on Personal Emergency Leave if additional time off work is required.



SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.070 – HEALTH-RELATED APPOINTMENTS

POLICY:

The MNO provides paid leave to employees for health related appointments.

Guidelines:

- To the greatest extent possible, employees are expected to arrange appointments outside work hours. When this is not feasible, as soon as possible, the employee would request “Paid Time Off” (PTO) from their *Designated Approving Authority* for approval.
- This policy would apply and may be used when required to attend health-related appointments with employee’s dependent if the employee is the sole caregiver.
- At any time the MNO reserves the right to request supporting documentation.

PROCEDURES:

1. When an employee becomes aware of a need to attend a health-related appointment during working hours, approval must be obtained from his/her Supervisor through the Paid Time Off process, using the “sick leave” entitlements:
 - Employee completes the Paid Time Off form, including the updated tracking sheet and submits to his/her immediate supervisor for approval.
 - The Supervisor approves or denies and signs the request
 - The employee is notified.
 - The form is submitted to Human Resources signifying both parties agree on the use of entitlements.
2. When requesting PTO, the employee may use available vacation time, lieu or sick time for health related appointments for approval.
3. On an exception basis only, the employee, who is able to attend to health-related appointments through late arrival or early departure during the workday, may be provided the opportunity to make up time lost within the workweek on an exception basis and with the permission of the Designated Approving Authority.



SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.080 – SICK LEAVE

POLICY:

The principle of Sick Leave with pay is to provide short term temporary support for indeterminate and determinate employees when an employee is unable to earn wages through normal duties in the case of sickness. Sick leave will not be considered or used as time off for reasons other than sickness. Sick Leave may be used when required to care for an employee's dependent if the employee is the sole caregiver.

Guidelines:

- The normal "sick leave" entitlement year runs in accordance with the fiscal year from April 1 to March 31.
- Sick Leave credits will be granted to Indeterminate full-time and part-time employees, earned at the rate of 1.25 days per full month of work pro-rated during the initial term of employment, accumulated to a maximum of 15 days in the fiscal year.
- Sick leave is not granted during the first three months of employment. Thereafter, sick time is allocated annually on April 1 on the premise of a full fiscal year's employment.
- If an employee has used the fiscal year's full credit of 15 days, but does not return to work, the "unearned" but used days will be deducted from the final salary payment, or will be repaid to the MNO by the employee. The calculation will be based on full months worked.
- The MNO reserves the right to request a medical document at their discretion, or for any illness over a continuous three (3) day period.
- For any absence due to illness that exceeds five consecutive days, the employee shall produce a medical doctor's note upon their return to work.
- The MNO reserves the right to request a second opinion and to establish conditions under which salary will continue. The MNO will pay any associated costs of this assessment if required.
- Casual staff and Contractors are not eligible for any paid sick leave benefits.

PROCEDURES:

1. Employees are required to notify the *Designated Approving Authority* of an absence due to illness by 8:30 a.m. on the morning of the absence. Failure to do so will be regarded as cause for disciplinary action.
2. The employee must submit a Paid Time Off Request Form for approval, and complete the Time Tracking sheet immediately upon return to work.
3. An employee who expends all accumulated sick and lieu credits and continues to be off on a Doctor's note may also use up any outstanding earned vacation credits or request a Record of Employment (ROE) in order to apply for Employment Insurance (EI) Sick Benefits.
4. Ongoing Doctor's notes must be provided showing expected date of return or continuing medical appointment even during periods of illness extending into EI Benefits. Employees who fail to provide this on-going medical authorization shall be considered to have abandoned their position and a revised ROE will be forwarded.
5. After a period of seventeen (17) weeks Indeterminate Employees may apply to the Benefits Carrier for income protection as outlined in the Group Benefits Long Term Disability Insurance Plan.
6. Unused sick leave credits have no monetary value. Unused sick leave credits are not payable in time off in lieu or cash at any time.

SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.090 – JURY AND WITNESS DUTY

POLICY:

Employees notified of Jury Duty must advise their *Designated Approving Authority* promptly. Employers are required by law to allow employees time off for jury duty. The law does not require employers to pay salary for employees summoned for jury duty,

According to the Ministry of the Attorney General:

- Those persons selected from the jury panel to serve as jurors will receive the following payment:
 - From day 1 to 10: No fee
 - From day 11 to 49: \$40.00 per day
 - From day 50 to the last day of trial: \$100.00 per day. Trials of this length are rare.
- Jurors who live outside the city in which the courthouse is located will be paid a daily travel expense once serving as a juror. Jurors residing in the same city as the courthouse are not paid a travel allowance.
- As a member of a jury panel or as a selected juror there is no allowance for childcare expenses.

If called upon for jury duty, MNO will continue to pay full salary for the first through tenth workday they are required to serve, for the days they would normally be working. The employee will be paid 50% of their standard pay from day 11 to 49. All monies received from court will be retained by the employee. If the employee is called upon during a busy season, the MNO will attempt to have the term of service delayed.

If the employee reports for jury duty but is not required to serve that day, the employee is expected to return to work.

PROCEDURES:

1. Employees must immediately notify the Branch Director in writing when summoned for jury duty and attach a copy of the letter or summons.
2. Jury duty is considered as a leave with pay (Paid Time Off) and should be recorded as such.
3. In the event that the staff member cannot attend Jury Duty due to work requirements, the Branch Director or Chief Operating Officer will attempt to have the employee excused from jury duty.



SECTION 6: HOLIDAYS, VACATIONS, LEAVES

POLICY No. 6.100 – VOTING TIME OFF

POLICY:

All employees who are Canadian citizens and 18 years of age or older are entitled to have three consecutive hours off on Provincial or Federal Election Day to vote. If an employee's hours of work do not allow for three consecutive hours off within the designated voting period, the employer must give them sufficient time off to meet the requirement of three consecutive hours before the opening or the closing of the polls.

Métis Nation of Ontario elections are held every four years. Employees who are registered Citizens will be given notice and sufficient time off work in order to vote.

PROCEDURES:

1. Employees are to discuss with their Branch Director in advance if they require time off to vote.
2. Employees shall make every effort to vote during non-working hours.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.010 – DRESS AND DEPARTMENT

POLICY:

All employees are expected to attend work and work-related functions in a manner that will reflect favourably upon them and in the best image of MNO and their program.

The standard attire in the office shall be professional in nature. “Business casual” is acceptable. In all cases, attire shall not draw undue attention to oneself.

When working outside the office on MNO business, at all times employees must remain cognizant of the image they are portraying which reflects on MNO.

Casual attire such as blue jeans, sneakers and sweat pants will not be permitted during work hours.

Head Office and some regional offices have “denim Friday” which allows employees who contribute to a local fund (cash or canned good) to wear jeans on Friday.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.020 – CONDUCT

POLICY:

It shall be the duty of all employees at all times to conduct themselves in a manner that will reflect credit upon them and the MNO. Employees of the Métis Nation of Ontario and shall be courteous, helpful, and positive about the Métis Nation of Ontario in all respects. Employees must make themselves aware of Métis citizenship criteria, the structure of the Métis Nation of Ontario, the MNO Statement of Prime Purpose, and the various program Branches of the MNO.

Employees involved in another Aboriginal organization must consult with the Branch Director or Chief Operating Officer for clarification.

MNO Employees shall not hold elected political positions with the Métis Nation of Ontario.

MNO employees shall protect and care for all MNO property entrusted to them.

GUIDELINES:

Telephone Manners:

It is important that all telephone calls are handled in a pleasant, timely and professional manner. When answering any call on either the office telephone or an MNO cellphone, indicate: "Métis nation of Ontario, (Your name) speaking. How may I help you?" Voice messages on both the office extension and MNO cellphone must indicate, for example: "You have reached the voicemail of (Your Name, title). I am not available at the moment. Please leave a message and your call will be returned promptly."

Decorum:

The manner of speech and personal bearing of all staff are expected to be complimentary and civil, conducive to a healthy business office atmosphere.

Attitude:

A generally positive and co-operative attitude is essential to a pleasant and productive work environment. Employees in all Branches are expected to cooperate and to support one another.

PROCEDURES:

All incidents of any nature which could bring attention to the Métis Nation of Ontario must be reported in writing to the Chief Operating Officer within 24-hours. Failure to do so will result in Disciplinary Action. Refer to Policy 3.010: Process for Disciplinary Action, Definitions: Misconduct and Gross Misconduct.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.030 – CONFIDENTIALITY

POLICY:

All information acquired regarding MNO business or the business and personal affairs of citizens of MNO, clients and its employees, shall be deemed to be confidential and shall not be released to the general public, other employees or to the news media, unless such release has been previously cleared through the Chief Operating Officer who in turn will seek direction from the President/CEO.

This condition extends beyond the active employment relationship.

Any employee acting contrary to this regulation may be subject to disciplinary action up to and including dismissal.

All Employees shall be required to sign an “Oath of Confidentiality” as a condition of employment. See *Appendix 7-A: Oath of Confidentiality*.

Employees are reminded that the provision of client confidentiality shall be maintained across Branches.

All information and materials gathered during the course of employment with the MNO are, and shall remain, the property of MNO.

All aspects of the affairs of MNO shall be covered by the MNO Privacy Policy available on the MNO website or through Branch Directors or Human Resources.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.040 – SMOKE FREE WORKPLACE

POLICY:

The MNO is committed to providing a safe and healthy workplace environment for all employees. No smoking is permitted within any offices of the MNO or within a minimum of 5 meters of any exit or entrance from or to MNO offices.

This policy shall apply to all employees, Council members and visitors to the MNO and shall be in effect at all times including evenings, weekends and holidays.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.050 – ALCOHOL/DRUG ABUSE

POLICY:

An employee who shows up for work apparently under the influence of alcohol and/or drugs is considered unable to assume job responsibilities will be sent home pending investigation. Any employee who suspects another staff of being under the influence in the workplace has an obligation to report the incident to their Branch Director immediately.

PROCEDURES:

1. The MNO encourages any employee who has a drug or alcohol abuse problem to voluntarily seek treatment.
2. Indeterminate employees are encouraged to contact the Employee Assistant Program, provided under their group benefits.
3. If alcohol/drug abuse impedes performance Human Resources will discuss with the Branch Director and the Chief Operating Officer before approaching the employee to suggest referral opportunities and discuss performance expectations as part of the supervision process.
4. If performance difficulties continue, the employee may face dismissal.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.060 – GIFTS, GRATUITIES AND HONORARIUMS

POLICY:

All gifts from whatever supplier or client must be declared to management. Management will determine as to whether or not gifts are to be kept or returned.

All gifts not expressly identified to an individual will remain the sole property of the MNO and must be returned upon relinquishment of employment.

Honorariums received while on paid time or while representing MNO are not to be kept by staff. All such honorariums will be forwarded to the MNO Director of Finance for processing. Honorariums received while on leave from duties, i.e. unpaid leave, vacation leave, personal leave, etc., may be retained.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.070 – RELATIONSHIPS WITH INDIVIDUALS ASSOCIATED WITH MNO

POLICY:

The MNO recognizes that employees are placed in a position of authority in relation to clients due to the nature of the services offered by MNO.

It is unethical for MNO employees to establish a relationship that extends beyond the confines of the services offered by the MNO.

Employees of the MNO will be held responsible and accountable for any inappropriate relationships that develop between themselves and clients of the MNO.

Any employee of the MNO who has been proven to enter into an inappropriate relationship with an MNO client may be immediately dismissed (in accordance with MNO policies).

DEFINITION:

An inappropriate relationship is one which is sexual in nature or involves the borrowing or exchange of money, goods or services.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.080 – PERSONNEL RECORDS

POLICY:

A confidential personnel file for each employee shall be maintained by Human Resources. This file shall contain:

- Résumé of the employee at the time of original hiring
- Memorandum confirming date of employment and salary
- Copy of “letter of offer” and Contract.
- Statements and conditions agreed upon at the commencement of employment
- Record of employment, including attendance records, salary information, personnel evaluations, and such other information as it relates to the employment of the particular employee,
- All updates to any of the aforementioned.

In all cases, the individual employee shall be provided with either the original or first copy of any item that is placed in their file, so as to maintain their own records.

PROCEDURES:

An employee wishing to view the contents of their personnel file shall submit a written request with a minimum of seventy-two (72) hour advance notice to their Branch Director or Human Resources. The file may only be reviewed with either Human Resources or a Branch designate in attendance.

All information contained in the file will remain confidential.

MNO follows legislated Retention and Destruction guidelines for all Human Resources records.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.090 – PARKING / VEHICLES

POLICY:

The MNO has limited parking available at most office locations, and therefore generally does not offer parking to its staff members.

Of the parking spaces available, priority will be given to persons with disabilities (as evidenced by appropriate signage).

Consideration will also be given to staff members who require a vehicle in the performance of their job.

Where a vehicle is a requirement of the job, paid parking may be reimbursed as approved by the Branch Director.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.100 – USE OF ELECTRONIC COMMUNICATION DEVICES

POLICY:

All telephones, cellphones, computers, communications and electronic equipment shall be exclusively for MNO business.

PROCEDURES:

1. All MNO equipment will be used for business purposes only at all times.
2. Whenever possible use toll free numbers.
3. Discretion shall be used when discussing confidential information over the cell phones and Blackberries.
4. When away on MNO business, the employee will minimize the use of a cell phone or Black Berry for personal calls.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.110 – ELECTRONIC MAIL USE

POLICY:

When a new employee is hired, the new user email account is coordinated between Human Resources and Information and Communication Technology.

Electronic Mail

Microsoft Outlook and Microsoft Outlook Webmail are the standard electronic mail programs at MNO for internal and external use. MNO shall access user e-mail accounts if deemed necessary and authorized by the Chief Operating Officer.

Confidentiality

- (a) MNO is legally bound to follow the Provincial legislation entitled "Personal Information Protection and Electronic Documents Act" (PIPEDA); thus, MNO staff must respect the confidentiality of e-mail communications and must not transmit information, which would violate confidentiality and/or infringe upon the human rights of MNO citizenship, staff, clients or volunteers.
- (b) Confidential messages are not to be sent to unauthorized individuals within or outside MNO.
- (c) If printing an e-mail message with confidential aspects, confidentiality of the printed copy must be maintained as per PIPEDA Legislation.
- (a) An email signature may include the following statement and must be used when sending out a mass distribution email. **Note that mass email distribution should be avoided for fear of triggering Spam recognition and blacklisting services. The MNO has authorized mass distribution tools via Communications.

"This email may be privileged and/or confidential, and the sender does not waive any related rights and obligations. Any distribution, use or copying of this e-mail or the information it contains by other than the intended recipient is unauthorized. Unless otherwise indicated, the views expressed within the email are those of the sender. If you received this e-mail in error, please advise me (by e-mail or otherwise) immediately. Thank you."

PROCEDURES:

1. Standards of E-mail Use

MNO staff may not transmit messages:

- (b) Which are in violation of the “*Personal Information Protection and Electronic Documents Act*”, the “*Ontario Human Rights Code*”, the “*Freedom of Information and Protection of Privacy Act*”, or which may be in violation of *MNO Policies and Procedures*,
- (c) Which may be considered as time wasting, abusive, offensive, threatening or harassing,
- (d) For any illegal activity,
- (e) To misrepresent themselves or the MNO,
- (f) Which include copyrighted material on e-mail or duplicate e-mail messages or electronic files without the owner's permission.

MNO staff e-mail must:

- (g) Be professional and in keeping with the MNO's Policies and Procedures
- (h) MNO e-mail accounts, including information sent and received remains the property of MNO.

Technicalities:

- (i) Generally limit message to one subject and indicate the subject in the subject line.
- (j) Avoid e-mail over distribution. Respond to originator alone unless other recipients require replies.
- (k) Reread outgoing messages for accuracy and appropriateness before sending.
- (l) Ensure that the content of the e-mail provides all the pertinent information and answers the basic questions (who, what, when, where, why) as well as identifies the sender of the message (Name, Title, Location, Phone / Fax Numbers).
- (m) Following the guidelines established in Section 3 (c), information regarding MNO activities may be sent out to personal distribution lists and contacts, however the body of the email must indicate:
 - i. For your information, please see below / attached information on MNO (program / Event) in your area. Please distribute and forward, as you feel necessary.
- (n) When sending out mass distribution emails where individual email addresses are used utilize the Blind Carbon Copy (bcc) feature within the email program. **Note that mass email distribution should be avoided for fear of triggering Spam recognition and blacklisting services. The MNO has authorized mass distribution tools via Communications.

2. Passwords

- (a) Staff e-mail accounts are protected by individual passwords.
- (b) The ICT Branch of the MNO may access accounts at any time under the authorization of the Chief Operating Officer.

3. Electronic Etiquette

Management

- (a) When possible download e-mail daily
- (b) E-mail space is managed by the employee deleting obsolete messages, emptying “Deleted Items”, and local archiving.

- (c) If an email is required to be saved for future reference, and has a large attachment, it is suggested that the staff person save the e-mail directly into the “My Documents Folder” and delete the email
- (d) When not available, appropriate notification of absence must be left, using the “Out of Office Assistant”.

Distribution Lists

- (e) “ALL MNO USERS” and “MNO Employees” distribution lists are restricted to authorized senders only.

For e-mail distribution using any MNO large scale distribution group, the individual must forward the e-mail to the Director of Communications for approval and dissemination, the staff person cannot send information of this nature themselves.

Presentation

- (f) Ensure all communication reflect the integrity and professionalism of MNO,
- (g) Be professional and courteous. Avoid gossip. To assist in avoiding viruses, etc., do not send chain e-letters, jokes or circulate other forms of junk email.
- (h) When responding to an email of an offensive or aggravating nature, take time to reflect on your response prior to sending.
- (i) “Backgrounds” to email messages should not be used for MNO work emails.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.120 – MNO PROPERTY

POLICY:

All equipment and material purchased or given to the MNO is the sole property of the MNO.

Information and Communication Technology Hardware Software and Data.

All hardware and software issued to employees is the express property of the MNO and intended for use only by authorized MNO employees and as such the employee will make every effort to operate the hardware, software and data in an appropriate and secure manner.

The use of all MNO hardware, software and connectivity including internet access, is for the express purpose of MNO business requirements only. The MNO Executive reserves the right to monitor all inbound and outbound internet traffic to ensure same. The MNO Executive also reserves the right to block access to any internet site or resource deemed inappropriate or inapplicable to the day-to-day operations of the MNO.

All data stored on MNO devices including, but not limited to servers, workstations, personal digital assistants, etc. is the express property of the MNO and therefore must be returned on demand in a full and unaltered fashion in the event of an employee departure or termination.

The MNO Executive reserves the right to access any and all data and / or email hosted or stored on MNO resources at any time and without consultation. The MNO Executive reserves the right to re-assign access to data and / or email accounts as seen fit in the best interests of the MNO.

PROCEDURE:

1. Upon assignment, the employee will sign the "*MNO Property, Business Tools Assignment*" form (see *Appendix 7-B*) indicating receipt of MNO assets and understanding of obligations and responsibilities.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.130 – OCCUPATIONAL HEALTH AND SAFETY

POLICY:

As a Provincial employer, MNO falls within the jurisdiction and legislation of the Employment Standards Act (Part II) and Safety and Health Committees and representative Regulations for Occupational Health and Safety Committees.

A workplace joint health and safety committee (JHSC) is mandatory in each workplace where 20 or more employees are normally employed (2 members: 1 management and 1 employee).

Workplaces with more than five but fewer than 20 workers are not required to have a joint health and safety committee. Instead, workers must select, from among themselves, one person to be a health and safety representative.

Workplaces with five or fewer workers are exempt from the requirements in section 9 of the Act, which regulate joint health and safety committees, and from the requirement for a health and safety representative.

PROCEDURES:

Joint Health and Safety Committee:

The Chief Operating Officer shall appoint the member or members of a JHSC to represent him from among persons who exercise managerial functions. The employees at the location(s) requiring a JHSC will select the employee representative for the JHSC. Training will be provided to at least one representative from management and one from staff plus an alternate for each.

The Committee shall have two chairmen selected from among the members of the committee, one selected by employee representatives and the other by representatives of the employer.

The Chairmen shall act alternately as specified in the rules of procedure.

The minutes of each safety and health committee meeting shall be signed by the two chairmen and the chairman selected by the employer shall provide, as soon as possible after each committee meeting a copy of the minutes to the employer and to each member of the safety and health committee.

The employer, as soon as possible after receiving a signed copy of the minutes post a copy of the minutes in a conspicuous place or places in which the employer has posted the information as required under the Act and keep a copy posted there for one month. A copy of the minutes shall be kept at the head office for a period of two years from the day on which the safety and health committee meeting is held.

The chairman selected by the representatives of the employer shall submit an annual report no later than fiscal year end of the safety and health committee's activities during the previous calendar year signed by both chairmen.

An employer must respond in writing to recommendations made by a workplace committee within 30 days after receiving them, indicating what, if any, action will be taken and when it will be taken (s. 125(1)). A member of a workplace committee must be compensated by the employer for time spent performing his/her functions (including authorized preparation and travel time), whether performed during or outside regular working hours, in accordance with the employer's policy (s.135.1(11)). There is a general prohibition against dismissing an employee, taking disciplinary action against him/her or imposing another penalty for an action carried out in accordance with Part II of the Code.

The selection of the members of a committee, the filling of vacancies, the quorum for meetings, the taking of minutes of meetings and the annual reports of committees are regulated by the Safety and Health Committees and Representatives Regulations (Regs. Ss. 3 to 10).

Health and Safety Representative:

At each office location with more than 5, but fewer than 20 employees, the employees shall select the Health and Safety Representative.

The term of office for safety and health representatives shall not be more than two (2) years. A person may be selected for a safety and health representative for more than one term.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.140 – INCLEMENT WEATHER

POLICY:

The MNO recognizes that inclement weather has a bearing on the employee's ability to attend work in a timely fashion.

PROCEDURE:

In the event that all avenues have been exhausted and the employee is unable to report to work, the employee will contact their Branch Director to discuss alternatives.

1. The employee must contact the Branch Director.
2. The Chief Operating Officer or designate has the sole authority to close an office due to inclement weather or other emergency.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.150 – VISITORS

POLICY:

For security reasons, all visitors to the MNO must be recorded by the receptionist and escorted by the staff member whom they are visiting whenever on the premises of the MNO.

Common sense must prevail when the visitors are children or animals and should be, therefore, only for a limited time.

PROCEDURE:

1. All visitors to MNO offices are to sign in and sign out, using the Visitor Log at reception.
See Appendix 7-C: Visitors Log.



SECTION 7: ADMINISTRATIVE POLICIES AND PROCEDURES

POLICY No. 7.160 – PRIVACY AND CONFIDENTIALITY

POLICY:

Métis Nation of Ontario Privacy Statement

The Métis Nation of Ontario is bound by law to safeguard the privacy and the confidentiality of all personal information. This includes:

- Collecting only the information that may be necessary for us to serve you;
- Keeping accurate and up-to-date records;
- Safeguarding the records in our possession;
- Sharing information with other entities on a “need-to-know” basis where required for provide you with appropriate services;
- Disclosing information to third parties only with your express consent, or as permitted or required by law; and
- Retaining/destroying records in accordance with the law.

You may be asked to sign a consent form that gives your consent for our collection, use and disclosure of your personal information for specified purposes.

You have the right to see your file. You may also obtain copies of your file. Please speak to our Privacy Officer if you have any concerns about the accuracy of the information in your file. If you would like to discuss our privacy policy in more detail, or have specific questions or complaints about how your information is handled, please speak to the Privacy Officer.

For additional information, you may obtain a copy of our *Privacy Code* from our staff.

PROCEDURE:

All staff at MNO Head Office and branch offices will have their own "Personal Information Consent Authorization" forms, provided from a template through the Privacy Officer at Head Office. Staff must advise all clients of the Privacy Legislation and the use of their information and ensure there is a signed "Personal Information Consent Authorization" form on file.



Privacy Code

This *Privacy Code* is the privacy policy of the Métis Nation of Ontario

COMMITMENT TO PRIVACY

Protecting your privacy and the confidentiality of your personal information has always been an important aspect of the Métis Nation of Ontario's operations. As the self-governing body for the Métis who live in Ontario, the collection and use of your personal information is fundamental to our day-to-day operations. In fact, it might even be said that one of the most important assets of the Métis Nation is its information on its citizens. We treat your personal information fairly and with respect. Each employee and representative must abide by our commitment to privacy in the handling of personal information. The MNO and all of its associated entities are also concerned about the personal information of its employees and representatives.

APPLICABILITY OF THIS PRIVACY CODE

This *Privacy Code* applies to MNO and all of its associated entities. This includes MNO community councils and all other bodies that together form MNO.

Our *Privacy Code* informs you of our commitment to, and policy on, privacy. It tells you the ways MNO ensures that your privacy and the confidentiality of your personal information are protected. In this Code, "we", "us" and "our" means the Métis Nation of Ontario and its associate entities, including our community councils, chartered groups, the MNO-Development Corporation and the MNO-Cultural Commission. "You" and "your" means an individual who is a citizen or a potential citizen of the MNO, a client or potential client of the MNO and/or its associated entities. In other words, our *Privacy Code* applies to protect the personal information, in our possession and control, of all of our employees, citizens and clients.

WHAT IS PERSONAL INFORMATION?

Definition of Personal Information:

Personal information is any piece of information, either factual or subjective, about an identifiable individual. Personal information does not include the name, title, business address, or telephone number of an employee of an organization.

MNO's Ten Principles of Privacy

MNO's *Privacy Code* consists of the following ten key principles:

1. Accountability

MNO takes our commitment to securing your privacy very seriously. Each employee and representative of the MNO and its associated entities is responsible for the personal information under his or her control. Our employees are informed about the importance of privacy and receive information periodically to update them about our *Privacy Code* and related policies.

The Privacy Officer is responsible for analyzing all personal information handling practices and ensuring that our privacy policy is up-to-date and in force at all times.

2. Identifying Purposes: Why We Collect Information?

We ask you for information to establish a relationship and serve you as either a citizen of the MNO or as a client. We obtain most of our information about you directly from you. Whenever we collect information about you, we will explain how we intend to use it, either at that time or earlier. We will limit the information we collect to what we need for those purposes, and we will use it only for those purposes. We will obtain your consent if we wish to use your information for any other purpose.

3. Consent

We seek and confirm your consent to use your personal information at the time of collection or in advance. We will endeavor to employ clear, understandable language when we obtain your consent. Consent may be expressed in writing, and in some cases, you may provide it verbally or electronically. Written consent includes completing and signing a consent form. The choice to provide us with personal information is always yours. Upon request, we will explain your options of refusing.

Statistical Information

From time to time, MNO may provide to government agencies statistical data that is drawn from the personal information provided by individuals. For example, health organizations may be requesting data on the prevalence of a particular disease, such as diabetes, in the Métis population. In the provision of such statistical information, MNO will not provide any information that will permit the personal identification of individuals.

4. Limiting Collection

Information is not collected without a specific, limited requirement. We collect information by fair and lawful means.

5. Limiting Use, Disclosure and Retention

The information we request from you is used for the purposes defined. We will seek your consent before using the information for purposes beyond the scope of your original consent.

Under no circumstances do we sell citizen lists or other personal information to third parties. Our policy is to use and disclose personal information only to further communications necessary or appropriate to the fulfillment of our obligations to you. These obligations may relate to ensuring that you can exercise your Aboriginal rights, or for such programs and services as the provision of health services, employment training, or housing services.

There are some unavoidable types of disclosure of your personal information that may occur occasionally as part of the MNO fulfilling its routine obligations and/or conducting its business in the ordinary course. This includes, for example, partners, consultants and suppliers (also known collectively as "service providers"), assuming that they are abiding by our *Privacy Code* and only to the extent necessary to allow them to provide business services or support the MNO or its associated entities, including technology, banking, financial, auditing, accounting, legal and insurance services.

MNO Registry

MNO is the Métis Nation Registry in Ontario. It is also the body that works to provide programs and services for Métis in Ontario. MNO also works to ensure that Métis rights can be exercised

freely. In order to fulfill its obligations in all these ways, most personal information collected and aggregated is kept indefinitely.

6. Accuracy

All decisions involving personal information should be based on accurate and timely information. While we will do our best to base our decisions on accurate information, we rely on our citizens and clients to disclose all material information and to inform us of any relevant changes.

We will make reasonable efforts to keep your information accurate and up-to-date, based upon satisfactory evidence provided by you and to the extent updated information is relevant to the purpose for which it was originally collected. We encourage you to review and confirm the accuracy of information provided. If you find any errors in this information, we urge you to contact us as soon as possible (by phone, fax, mail, or e-mail), and we will make the appropriate corrections immediately, upon receipt of appropriate evidence.

7. Safeguards: Protecting Your Information

We will protect your information with appropriate safeguards and security measures, such as our computer usage and security policies. We audit our procedures and security measures regularly to ensure that they are being properly administered and that they remain effective and appropriate. We maintain personal information in a combination of paper and electronic files. Recent paper records concerning individuals' personal information are stored in files kept onsite at one of our offices. Older records containing individuals' personal information may be stored at an offsite storage facility.

Access to personal information will be authorized only for our employees, representatives and service providers who require access in the performance of their duties, to any person granted access by the individual through the consent process and to those otherwise authorized by law.

Audits:

MNO may be required to audit personal information in order to fulfill its obligations to government or to ensure the exercise of Métis rights. When providing information to auditors or others, we will require such organizations or individuals to abide by our *Privacy Code*. We will give them only the information necessary to perform the services for which they are engaged, and will require that they not store, analyze or use that information for purposes other than to carry out those services.

Our computer systems are password-secured and constructed in such a way that only authorized individuals can access secure systems and databases.

If you send us an e-mail message that includes personal information (such as your name included in the "address"), we will use that information to respond to your inquiry. Please remember that e-mail is not necessarily secure against interception. If your communication is very sensitive, you should not send it electronically unless the e-mail is encrypted or your browser indicates that the access is secure.

8. Openness: Keeping You Informed

The MNO has prepared this *Privacy Code* to keep you informed. It is made available to the public, in paper form, at the address set out below and in electronic form, at www.Métisnation.org.

If you have any additional questions or concerns about privacy, we invite you to contact us by phone, fax, mail, e-mail, or our web site, and we will address your concerns to the best of our ability.

9. Providing Individual Access

We will give you access to the information we retain about you within a reasonable time, with a written request, satisfactory identification and proof of entitlement. You also have the right to know:

- how we collected your personal information;
- how we are using it; and
- to whom it may have been disclosed, except where such disclosure was to a governmental body for routine purposes.

We may charge you a nominal fee and if so, we will give you notice in advance of processing your request.

If you find any errors in this information, we urge you to contact us as soon as possible (by phone, fax, mail, e-mail, or our web site), and we will make the appropriate corrections immediately, based on the receipt of satisfactory evidence.

In some cases we may not provide access to personal information within our possession or control. This may occur when:

- providing access would be likely to reveal personal information about a third party or could pose a threat to the security of the third party, and the information cannot be segregated;
- disclosure would reveal confidential commercial information of the MNO;
- it would be too costly, in our determination, to retrieve it;
- the personal information is protected by privilege; or
- the information has been collected during the investigation of a legal matter or cannot be disclosed for other legal reasons, such as a non-disclosure agreement.

If we deny your individual request for access to your personal information, we will advise you in writing of the reason for the refusal and you may then challenge our decision.

10. Providing Recourse: Respecting and Responding to Your Privacy Concerns

We encourage you to contact us with any questions or concerns you might have about your privacy or our *Privacy Code*. We will investigate and respond to your concerns about any aspect of our handling of your information.

MNO Contact Information

In most cases, an issue can be resolved simply. Tell us about your concerns and discussing it with us. You can reach us at:

**Privacy Officer
The Métis Nation of Ontario
500 Old St. Patrick Street
Ottawa, Ontario K1N 9G4
T: 613-798-1488
TF: 800-263-4889
F: 613-722-4225**

If, after contacting us, you feel that your concerns have not been addressed satisfactorily, please contact our Privacy Officer at the above contact information. Please be sure to include your name, address, preferred method of communication, the nature of your complaint, and relevant details, including your past communications with us.

If the issue is still not resolved satisfactorily, we will provide information on other complaint procedures that may be available to you.

Conclusions

Any changes to our *Privacy Code* and information handling practices shall be acknowledged in this *Privacy Code* in a timely manner. We may add, modify or remove portions of this Code when we feel it is appropriate to do so. You may determine when this Code was last updated by referring to the modification date found at the bottom of the page.

The Ten Principles of Privacy

The following ten principles are the foundation of *PIPEDA*. They provide an overview of what the MNO and its associated entities must do when they collect, store and use or disclose confidential information. For the full text of the principles see www.privcom.gc.ca.

#1 Accountability – An organization is responsible for personal information under its control and shall designate an individual or individuals who are accountable for the organization's compliance with the legislation's privacy principles.

#2 Identifying Purposes – The purposes for which personal information is collected shall be identified by the organization at or before the time the information is collected.

#3 Consent – The knowledge and consent of the individual are required for the collection, use, or disclosure of personal information, except where inappropriate.

#4 Limiting Collection – The collection of personal information shall be limited to that which is necessary for the purposes identified by the organization. Information shall be collected by fair and lawful means.

#5 Limiting Use, Disclosure, and Retention – Personal information shall not be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law. Personal information shall be retained only as long as necessary for the fulfillment of those purposes.

#6 Accuracy – Personal information shall be as accurate, complete, and up-to-date as is necessary for the purposes for which it is to be used.

#7 Safeguards – Personal information shall be protected by security safeguards appropriate to the sensitivity of the information.

#8 Openness – An organization shall make readily available to individuals specific information about its policies and practices relating to the management of personal information.

#9 Individual Access – Upon request, an individual shall be informed of the existence, use, and disclosure of his or her personal information and shall be given access to that information. An individual shall be able to challenge the accuracy and completeness of the information and have it amended as appropriate.

#10 Challenging Compliance – An individual shall be able to address a challenge concerning compliance with the above principles to the designated individual or individuals accountable for the organization's compliance



Head Office: 500 Old St. Patrick Street, Ottawa, Ontario K1N 9G4