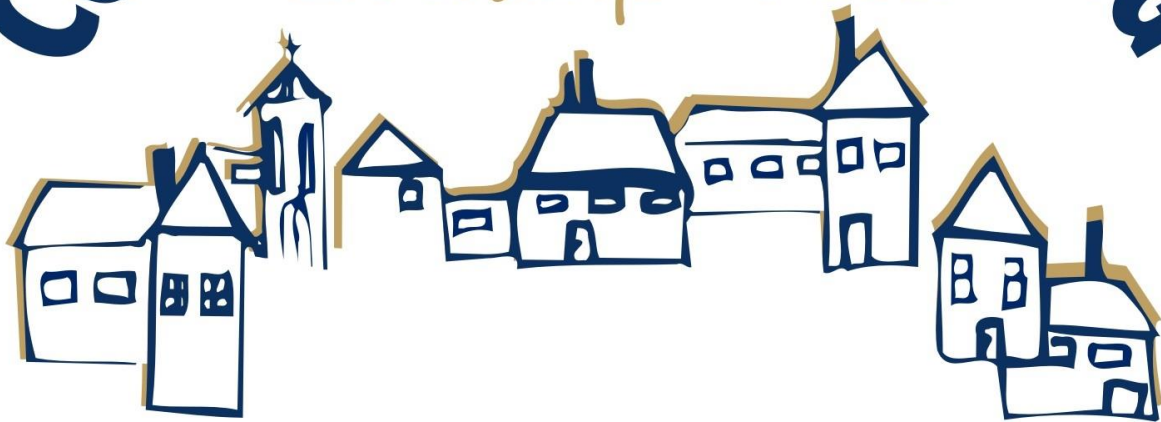


# COMMUNITY LIVING

*St. Marys & Area*



## **Policies and Procedures Manual**

**Revised February 2018**

**Community Living St. Marys and Area  
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# **Community Living St. Marys and Area**

## **Policy and Procedures**

### **Introduction**

The Policy and Procedures Manual is intended to be a complete book of the current policy decisions of the Board of Directors.

Policies are the Board's statements of the decisions it has made regarding certain questions that have been raised. Generally, policies follow good practice. The spirit of the policies should reflect the mission and principles of the Association. Policies should be looked at as direction and parameters in which decisions are made. It would be impossible to create a policy for every action that will be taken within the Association. Attempts to do so, lead to lack of creativity, compassion and initiative. However, there are questions that are asked again and again. In these instances, policies are created. Policies are motions that are moved and seconded and noted in the Board of Directors minutes.

Procedures are the how to's. They describe how a particular policy is to be carried out.

Since both policies and procedures are decisions made from time to time by the Board of Directors, they can be changed by the board. It is a good rule of thumb, that if a policy is getting in the way of providing the level of support outlined in the mission and principles, then it is time for review.

Please note:

- 'Association' refers to Community Living St. Marys and Area.
- Many policies and procedures refer to attachments for more information. These attachments are considered part of the policy. Relevant attachments are available on the website. All attachments are available for review in the Central Administration office.



# Community Living St. Marys and Area

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# **Community Living St. Marys and Area**

## **Policies**

### **SECTION 1 VISION**

#### **V 1 Vision, Mission Statement and Principles**

Community Living St. Marys and Area is committed to working from a solid vision, mission and principles; as well, adhering to the United Nations Universal Declaration of Human Rights.

Our Vision: A community where everyone belongs.

Our Mission: To nurture the ability and willingness in our community to welcome and support all people as valued and contributing citizens.

#### **V 2 Service Values**

The Association provides services which are responsive to the person using or requesting these services and to their family and friends. Supports and/or planning are based on the person's talents, needs, hopes and desires, choices and preferences as expressed by the person herself or through those closest to her and the principles of service.

### **SECTION 2 BOARD OF DIRECTORS**

#### **BD 1 Board Member Orientation**

When new members join the Board of Directors, it is often confusing and overwhelming. In order to alleviate some of the initial uneasiness, an orientation to the Association and all its activities is undertaken. On-going orientation is provided to all board members through retreats and participation in conferences and training events.

#### **BD 2 Involvement in Decision Making**

The Association actively encourages and promotes the meaningful involvement and participation of all those people using the services of the Association in the decision-making bodies such as the Board of Directors and its Standing Committees.

The Association engages in organizational planning retreats to study and make recommendations to the Board. The Board encourages the participation of people using the services, family members, employees, Association members and community members.

#### **BD 3 Conflict of Interest**

The Association wishes to conduct its business in a fair and open way that is not seen to be unduly prejudiced by Board and committee members who may derive a personal benefit from the decision being made.

#### **BD 4 Attendance at Board Meetings**

The Board of Directors meets regularly throughout the year. It is expected that all directors will attend these meetings to ensure the proper functioning of the Board. Absence of a director at three consecutive meetings without good regrets will result in the termination of the directorship.

#### **BD 5 Public Awareness**

Any public awareness campaigns for the purpose of fundraising and public education must adhere to the vision, mission and principles of the Association.

Any public/media communications about the Association are to be made by the President, Executive Director or a person delegated by either. Refer to HR 1.

#### **BD 6 Terms of Reference of Committees**

The Board of Directors recognizes that it is important to define the scope of the committees undertaking board business. As such, each committee either standing or ad hoc will have terms of reference approved by the Board.

#### **BD 7 Review of Bylaws and Letters Patent**

The Bylaws of the Association are the rules for running the organization. The Letters Patent are the legal guidelines of the corporation known as the Association. Both of these documents are to be reviewed regularly to ensure that they reflect the current operations of the Association.

#### **BD 8 Review of Policies and Procedures**

The policies of the Association are the board's decisions of what needs to be done to achieve the mission. The procedures are how the policies are to be carried out. Both policies and procedures need to be reviewed regularly. The review should include looking at changes to existing policies and procedures, additions and deletions.

#### **BD 9 Delegation to the Executive Director**

The Board of Directors has delegated the authority of the day-to-day operations to the Executive Director of the Association. The Executive Director is expected to carry out these duties in accordance with the Mission and Principles of the Association and to comply with the policies and relevant government laws.

#### **BD 10 Job Description of the Executive Director**

The job description for the Executive Director is developed and updated by the board when appropriate.

#### **BD 11 Monitoring the Performance of the Executive Director**

The Executive Director position carries with it a lot of responsibility. To support, encourage, and recognize these efforts, the board will undertake to formally review the performance of the Executive Director on a yearly basis. Such a review will look at the achievement of goals set previously and identify future performance expectations, the leadership shown, any training or professional development needed or requested and continuation of employment.

### **BD 12 Fundraising**

The Board of Directors and Executive Director are responsible for ensuring that the financial needs of Community Living St. Marys and Area are met. They are also responsible for ensuring that all fundraising activities fall within the ethical guidelines established by the Association and adhere to and where possible promote the values, vision, mission and principles of the Association.

### **BD 13 Investments**

The Board of Directors is responsible for the security and preservation of Community Living St. Marys and Area's assets, capital, and reserves and will only accept investment risks common to its peers.

### **BD 14 Succession and Continuity of Senior Leadership Team**

To promote continuity and minimize risk from the loss of Executive Director services and senior leadership, the Board of Directors has a succession and continuity plan which will be implemented in the event of absence, resignation or termination of the position.

### **BD 15 Knowledge and Discovery Research**

The Association understands and values the potential of research in furthering our vision and mission. Refer to V1 – Principle 10.

The decision to engage in research shall be made by the Executive Director and senior staff and the board will be kept informed.

The Association reserves the right to require adjustments in the research activities and protocols proposed by the research project in order to ensure the research activity does not compromise the vision, mission and principles of the Association and does not interfere with the rights and preferences of any participant. We will ensure an ethical standard academic review from a credible research body is completed prior to engaging in a research partnership.

## **SECTION 3 ADMINISTRATION**

### **A 1 Accounting**

As a corporation and a charity, the Association is required by law to have an accounting system for its money and assets. It needs to follow generally accepted rules for accounting and have the books audited each fiscal year.

### **A 2 Budgeting**

Each year the Association is required to submit budgets to funding bodies for continued monies. The Association has chosen to budget government funds on an individual basis and then produce an overall budget to be sent to the respective government agencies.

### **A 3 Purchasing**

All purchases by or on behalf of the Association must be authorized by the appropriate person and documented by invoice, receipt or voucher.

#### **A 4 Payroll and Attendance**

As a legal employer, the Association provides a mechanism to ensure the accurate documentation and administration of payroll and attendance information for all employees.

#### **A 5 Information and Records - Organization**

Records of all business operations and activities of the Association will be maintained in an organized, efficient manner.

#### **A 6 Information and Records - Services**

The Association recognizes its responsibility to maintain personal files for each person using services for twenty (20) years after the last entry, or seven (7) years after the individual is no longer receiving supports and services.

These files must be stored in a safe, secure environment and comply with applicable privacy legislation.

#### **A 7 Privacy of Information**

The Association is committed to keeping personal and personal health information private and safe and is governed by several Acts:

- *Health Protection and Promotion Act, R.S.O. 1990, c. H.7 (HPPA)*
- *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M56 (MFIPPA)*
- *Personal Health Information Protection Act, S.O. 2004, c. 3, Sch. A (PHIPA)*
- *Other applicable provincial and municipal legislation*

#### **A 8 Credit Card Purchases**

All credit card purchases by or on behalf of the Association must be authorized by the appropriate person and documented by attaching the invoice, receipt or voucher to the "Credit Card Purchase" form.

#### **A 9 Technology and Office Equipment**

The Association has a responsibility to ensure its technology and office equipment are appropriate to meet current and future needs.

### **SECTION 4 HUMAN RESOURCES**

#### **HR 1 Code of Ethics**

The Association has professional, legal and moral obligations to the people using its services and their families. All volunteers and employees will conduct themselves in accordance with a common Code of Ethics.

#### **HR 2 Standards of Conduct**

The Association believes that volunteers and employees will act fairly and reasonably at all times reflecting the Code of Ethics policy.

#### **HR 3 Job Descriptions**

To assist each employee to understand the expectations of their job, the Association has developed job descriptions for each position within the Association structure.

For job descriptions of the volunteer sector, please consult the bylaws.

#### **HR 4 Definitions of Employment Categories**

The Association has developed various categories of employment to meet the needs of those people who are using the services and to provide for the on-going functioning of the Association.

#### **HR 5 Hours of Work**

Hours of work for each employee will be set out in the letter of employment. It is expected that each employee will be available for work and will fulfil her obligations unless reassigned or authorized. The Association also recognizes that the actual day to day work time may vary depending upon the particular needs of the person receiving support services. Employees will need to be flexible in planning each work day.

#### **HR 6 Hiring**

The Association endeavours to hire and maintain highly competent employees. The process includes both documentation and interviews.

#### **HR 7 Criminal Reference**

The Association wants and needs to provide a safe and secure environment for all people who use the services of the Association. It is important that the Association can demonstrate to the people using the service that the Association has taken as many precautions as it can. As a result, the Association requires that all successful candidates for employment must provide a Police Vulnerable Sector Check.

#### **HR 8 Criminal Reference for Volunteers**

The Association wants and needs to provide a safe and secure environment for all people who use the services of the Association. It is important that the Association can demonstrate to the people using the service that the Association has taken as many precautions as it can. As a result, the Association requires that volunteers, including board members, who work directly for a person using the services must have a Police Vulnerable Sector Check.

#### **HR 9 Job Sharing**

The Association recognizes that there may be occasions when two or more employees may wish to job share one position. This arrangement will be considered if it is in the best interests of the person using the services and the Association.

#### **HR 10 Personnel Files and Records**

The Association will maintain personnel files in a secure manner to ensure confidentiality. The files will contain information required by law and by the policy of the Association.

### **HR 11 Probationary Period**

All successful candidates will begin their employment with the Association with a probationary period. This period gives the employee time to understand the job expectations, receive any training, have a performance appraisal and determine whether or not the job is suitable. The Association uses this period to provide an orientation and training, conduct a performance appraisal and determine the employee's suitability.

### **HR 12 Seniority**

The Association supports the concept of seniority for recognizing the contribution of an employee and for determining specified rights and benefits.

### **HR 13 Orientation and Training**

The Association recognizes that every employee has a personal responsibility for professional growth and development. The Association would like to enhance all employees and volunteers' opportunities to gain information, skills and knowledge about the duties required for their position.

### **HR 14 Performance Appraisal**

To support, encourage and recognize the efforts of each employee, a regular, formal performance appraisal is to be conducted at least annually. The appraisal will assess job performance, identify future performance and training goals, accessibility needs, determine eligibility for continuation of employment after the probationary period and eligibility for a new position and salary increases.

### **HR 15 Termination**

The Association understands that circumstances for an employee may change or that an employee may wish to seek employment elsewhere. There are some situations that arise where continued employment is not feasible.

### **HR 16 Disciplinary Action**

The Association expects that all employees and volunteers will maintain the highest standard of performance possible and that supervisors will address all issues of performance as they arise. Performance that fails to meet the standard will be addressed in a progressive, positive manner which encourages and guides the employee to better her performance through a process of mutual discussion and goal setting.

### **HR 17 Problem Resolution**

The Association encourages and promotes open communication between all levels of the organization. Occasionally, there may be unresolved issues, disagreements or disputes that need to be discussed and resolved quickly and effectively for those involved.

### **HR 18 Layoff and Displacement**

The Association expects that there will be changes in people's life circumstances and choices while the person is receiving support services. These changes may be caused by funding availability, resources required and other personal



factors. When such changes occur, the Association will endeavour to implement any reductions or increases in service, layoffs or displacements fairly and equitably.

### **HR 19 Salary and Wages**

The Association recognizes the value of all employees. It endeavours to provide a level of remuneration that is in keeping with the responsibilities and duties of each position, reflects community standards in the Human Services field and is financially sound.

### **HR 20 Vacation**

Vacation is paid time off from work. The Association recognizes that all employees need to have an opportunity to balance work and leisure to promote well-being and health. Vacation time is intended to give the employee a break from the responsibilities of the job and a time to enjoy the company of friends and family.

### **HR 21 Time Sheets**

The Association will reimburse an employee for hours worked based on the approved time sheet.

### **HR 22 Employee Benefits**

The Association feels it is important to enhance the compensation package for employees by including an employee benefit package.

### **HR 23 Statutory and Legislated Benefits**

The Association will ensure that statutory benefits and payroll deductions will be made in accordance with the relevant legislation and procedures.

### **HR 24 Out of Pocket Expenses**

Employees or volunteers may incur personal expenses while performing assigned duties on behalf of the Association. Recognizing the Association's responsibilities within the Ministry's Transfer Payment Governance & Accountability Framework, the Association will reimburse these expenses when proper documentation and authorization are presented.

### **HR 25 Leaves of Absence**

The Association recognizes that an employee may need to take leaves of absence from time to time for various reasons. All leaves of absence, with or without pay, must be approved by the employee's supervisor, Executive Director or the Board of Directors.

### **HR 26 Communicable Diseases and Employment**

Given that, in most cases, we are unaware of who is a carrier of an infectious organism or disease, it is imperative that universal precautions are followed. The Association recognizes and respects the rights of employees with regard to communicable diseases that have been developed and defined under Federal and Provincial legislation, and recognizes its obligation to provide a safe working environment for its employees and people who receive services.

### **HR 27 Workplace Violence and Harassment**

Every employee has the right to freedom from violence and harassment in the work place by management employees, another employee, an employee of a contracted service, a volunteer, a person using services or their family. Community Living St. Marys and Area will not tolerate harassment, bullying or violence in the workplace.

### **HR 28 Consultation Services**

The Association is happy to share the skills, knowledge and expertise that its staff have gained through their employment with the Association with other people, organizations or groups. The Association encourages and supports such requests.

### **HR 29 Conflict of Interest**

The Association wishes to conduct its business in a fair and open way that is not seen to be unduly prejudiced by employees who may derive a personal benefit from the decision being made.

### **HR 30 Personal Business on Work Time**

Doing personal business on paid work time is not permitted. There is a cost to the person using services and/or the Association when time is spent on personal business rather than work related activities.

### **HR 31 Information Technology (Email, Social Media)**

The Association requires that all staff and volunteers take the proper steps to ensure all technological devices, electronic communications and accessed information are used in a professional, ethical and lawful manner.

### **HR 32 Driver Abstract**

When the Association provides transportation in employee or Association-owned vehicles, safety is a major consideration. As a result, the Association requires that all successful candidates for employment must provide a Driver Abstract.

### **HR 33 Alternative Dispute Resolution**

The Association is committed to creating a culture where conflict can be addressed in formal but binding ways through open and respectful dialogue for all people who use our service and their personal networks, employees and volunteers.

To begin with, anyone with a dispute is encouraged to resolve the matter as directly as possible with the parties involved and where appropriate, in accordance with S 10 Service Compliments and Complaints.

The Association may provide access to confidential independent qualified mediation services for the purpose of dispute resolution at the discretion of the Executive Director or Board President.

## **SECTION 5 SERVICES**

### **S 1 Rights and Diversity of People Using Services**

The Association and all employees and volunteers will honour and respect

the diversity and rights people have when using services of the Association.

## **S 2 Types of Services**

The Association provides planning services, support services and administration services to people who have a developmental disability.

## **S 3 Assisting with Medical, Health and Well-Being**

People using services of the Association may request support with their medical health and well-being.

## **S 4 Person Directed Planning**

The Association believes that person directed planning provides the foundation for future action. Therefore, each person involved with the Association will be supported to develop a personal plan, Life Plan and/or Support Plan.

## **S 5 Delivery of Support Services**

Support Services provided will be based on what is identified in the person directed plan.

## **S 6 Requesting Services**

Community Living St. Marys and Area is committed to all people with a developmental disability from within the agency catchment area.

## **S 7 Distribution of Existing Resources**

Existing resources of the Association include human resources, donations and fundraised monies, and government grants and subsidies. Decisions about the distribution of existing resources will be made based on the best information at the time and the availability of resources.

## **S 8 Monitoring of Services**

People using planning, administrative and support services of the Association will be supported to monitor these services. As well, the Association has an obligation to regularly evaluate the services provided.

## **S 9 Discontinuing Services**

If a person chooses to no longer use our service, the Association will document information about their decision through planning documents and or a voluntary exit interview. The Association may offer assistance as needed if the person is transitioning to another situation. If a person supported dies, the Association will assist with final arrangements as needed.

## **S 10 Service Compliments and Complaints**

People using services, their families, volunteers, and the general public have a mechanism to express their views of the services provided by the Association.

Positive comments about services are always welcomed by any employee or board member. Complaints about Association services are also welcomed without fear of reprisal. Positive comments and complaints will contribute to the agency's continued growth and development.

People who use services, their families, volunteers and the general public will be told the process for making a complaint.

### **S 11 Preventing, Identifying and Reporting Abuse/Suspected Abuse**

The people using the services trust that the Association will not wilfully harm them physically, mentally, emotionally, or financially. The Association has a zero tolerance to all forms of abuse.

The people using services, staff, volunteers and board members will receive training/education on the prevention, identifying and reporting of abuse/suspected abuse.

This policy will be reviewed annually and updated as needed. All changes made during reviews will be implemented immediately and staff and volunteers will be trained in any changes.

### **S 12 Reporting Incidents/Accidents/Injury**

When a person using the support services of the Association is involved in an incident, accident, is injured or dies, the Association will ensure that the appropriate people are notified and that the proper documentation is completed.

### **S 13 Serious Occurrences**

The Ministry of Community and Social Services has a policy and procedure for the reporting of all "Serious Occurrences" that happen to a person using the services of the Association. The Association follows the most recent procedure from the Ministry.

### **S 14 Assisting with Personal Finances**

The Association nor their employees will assume legal or financial authority for people using services.

People using services may request assistance with the management of their day to day finances.

### **S 15 Use of Self-Employed Workers**

The Association may approve and support people to use self-employed workers to provide ongoing direct service.

### **S 16 Sharing a Home for Reimbursement**

When requested, the Association will support people using the service to find someone to share a home with. It is the role of the Association to build in safeguards in these arrangements.

### **S 17 Buildings and Vehicles**

The Association has the responsibility to ensure that its physical assets, buildings and vehicles, meet all the community and legal standards. The Association requires that all vehicles that it provides are operated in a manner which promotes the safety and well-being of all.

### **S 18 Use and Booking of Association Vehicles**

The Association has vehicles to provide a cheaper transportation alternative for people receiving support services and those employees or volunteers on Association business. There is an established booking system to ensure vehicles are made available in an orderly and fair manner.

### **S 19 Use of Personal Vehicle**

When alternative means of transportation are not available, it may be necessary for an employee or volunteer to use their own vehicle.

### **S 20 Providing Support with Controlled Acts**

The Association will promote the safety and well-being of people using service and employees around the administration of a controlled act.

## **SECTION 6 HEALTH AND SAFETY**

### **HS 1 Health and Safety Committee**

The health, safety and well-being of all people who use our service, employees, and volunteers are of primary concern to the Association. Promoting a safe working environment and the optimal health and well-being of all individuals is the responsibility of all people who use our service, employees and volunteers.

### **HS 2 Providing Personal Care and Medication**

The Association will promote and maintain safety practices while providing personal supports to ensure the health, safety, and well-being of people using our service and employees.

### **HS 3 Transferring, Lifting and Equipment**

The Association will promote the safe use of transferring and lifting techniques and all relevant equipment.

### **HS 4 Incidents and Physical Intervention**

People who use our services sometimes communicate in physical ways which may hurt people or property. The Association wants to maintain the safety of all people during these incidents.

### **HS 5 Accidents, Injuries and Emergencies**

It is the intent of the Association to reduce accidents and injuries to the greatest extent possible by the use of every reasonable precaution and by safety practices that promote the optimal health and well-being of people using our services, employees and volunteers.

### **HS 6 Fire Safety**

Fire safety is considered to be everyone's duty. All employees, volunteers and people who use our service must be aware of potential fire hazards and do all they can to eliminate or minimize these situations.

### **HS 7 Dangerous Weapons and Firearms**

The Association will not permit any individual to have in his/her possession any dangerous weapon and/or firearm while conducting any Association related business. Possession includes having the weapon or firearm on person, on Association property, or any vehicle being used for Association business.

### **HS 8 Disaster Plan**

The Association will have a disaster response plan that will outline actions required in the event of a fire, major accident, catastrophe or any other occurrence of a serious nature, including a person using services becoming lost.

### **HS 9 Severe Weather**

All employees, volunteers and people who use our services must be aware that severe weather conditions sometimes happen in our geographical area. In such conditions, traveling to and from work can become hazardous for employees who do not reside near the workplace. The Association recognizes the threat to health and safety posed by severe weather conditions and will reasonably consider any requests for adjustment to the work schedule so long as the support services can be maintained. Accordingly, some work shifts may have to be lengthened or shortened during such severe weather conditions to compensate for employee shortages.

### **HS 10 Work Refusal Protocol**

The Association will adhere to the work refusal process outlined below, in accordance with the provisions of the Ontario Occupational Health and Safety Act.

# Community Living St. Marys and Area

Section: Vision

Policy # V 1

Policy: Vision, Mission Statement and Principles

Approved by the Board of Directors: Nov 24, 2014

Ministry requirement

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Community Living St. Marys and Area is committed to working from a solid vision, mission and principles; as well, adhering to the United Nations Universal Declaration of Human Rights.

Our Vision: A community where everyone belongs.

Our Mission: To nurture the ability and willingness in our community to welcome and support all people as valued and contributing citizens.

## **Procedures:**

We recognize that it takes action to achieve our mission. Our principles are:

### *Principle # 1*

We believe everything starts with the person.

- We will help people plan for their good life
- All supports are tailor made together with the person and their family
- All budgets are individualized
- We will advocate for the Ontario government to individualize funding for disability supports

### *Principle # 2*

We believe we are accountable to the person first while honouring relationships in the person's life.

- We will support the individual's right to call on family and friends for support and advocacy throughout his or her life
- We will support families to be active decision-makers in the lives of their children and youth

### *Principle # 3*

We believe that a range of relationships are valuable and important to everyone.

- We will support people to explore and develop those relationships through intentional and natural opportunities

#### *Principle # 4*

We believe everybody has the right to self-determination.

- We will support people to be full citizens of their community
- We will support people to direct and monitor their services and budget
- We will support People First

#### *Principle # 5*

We believe that inclusive communities are created and strengthened by recognizing and acting on the belief that each person has unique gifts that are necessary contributions.

- We will help people discover their gifts, abilities, and skills
- We will help people use/share/contribute their gifts

#### *Principle # 6*

We believe in our commitment to people with developmental disabilities from St. Marys and area.

- We will walk with people through their journey
- We will find ways to support people currently not supported
- We will have a clear, transparent, equitable process for how decisions are made regarding who receives what service (including the allocation of funds, existing and new, human resources and assignments)

#### *Principle # 7*

We believe that being involved in your community leads to full citizenship.

- We will create inclusive supports
- We will not create or operate segregated and congregated supports

#### *Principle # 8*

We believe we have a role in grassroots community development.

- We will support people who use our service, families, Board members and staff at every level to lead and take part in community initiatives
- We will support self-advocacy
- We will support family advocacy

#### *Principle # 9*

We believe it's important to plan for future needs of people living in our community.

- We see our role as an agent of change in the areas of education, seniors, transportation, housing, recreation, and employment
- We will advocate for individual and system change to help people get supports they need

#### *Principle # 10*

We believe in an organizational culture that encourages learning, risking, evolving and innovating.

- We will learn together by continuing to question ourselves and each other
- We will stay connected to movements within human services including citizenship, human rights, advocacy and best practices



- We will share information and stories – team-to-team, general staff, newsletter and newspaper

*Principle # 11*

We believe in the honourable role that staff play in people's lives.

- We will recognize and appreciate staff, encourage leadership and mentoring opportunities, invest in training, and advocate for good wages, benefits and employment opportunities

*Principle # 12*

We believe in planning that is separate and local and also, we believe there is a role for independent, unencumbered planning in Ontario's developmental service system.

- We will explore issues of further separating planning from services
- We will continue to act as a provincial resource while balancing local needs

*Principle # 13*

We believe that our organization is healthier when there is an active quality assurance process in place in every area of the organization.

- We will regularly ask people who use our service and their families about the quality of services they receive

# Community Living St. Marys and Area

Section: Vision

Policy # V 2

Policy: Services Values

Approved by the Board of Directors: May 28, 2012

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The Association provides services which are responsive to the person using or requesting these services and to their family and friends. Supports and/or planning are based on the person's talents, needs, hopes and desires, choices and preferences as expressed by the person herself or through those closest to her and the principles of service.

## **Provision of Service is based on:**

### **1. Individualization**

All support and planning and facilitation services provided by the Association are individual and reflect what the person, her family and friends have said are needed.

### **2. Choice and Empowerment**

Each person receiving support and their family and friends provide the major input to planning and decision making regarding the support required from the Association. In making these choices, the person and their group accept the obligations and responsibilities inherent in the decisions made.

### **3. Flexible, Portable Resources**

The Association has limited resources in terms of human resources and funding. These resources are allocated based on individual needs and circumstances in a fair and equitable manner.

The Association has a system of individual budgets. Disbursement of these funds is directed by the person and their family and friends and/or the Association. All or part of the funds identified for a person's support may also be moved to another service provider with the assistance of the Association and in consultation with the Ministry.

## **Procedure**

1. Any services provided will be based on the plan developed by the person; and be consistent with the Association's vision, mission, and principles and meet any relevant regulations.

2. If the resources allocated to a person are insufficient, it is the responsibility of the person and their family and friends to actively seek and/or provide the additional

resources. The Association will provide support to do this as requested.

3. If a person chooses services which fall outside the vision, mission and principles of service, the Association will assist the person to acquire these services from another service provider.



## **Board of Directors**

The Board of Directors of the Association is an elected body that acts on behalf of the membership to carry out the activities of the organization. It is mandated by the Corporations Act of Ontario through the Letters Patent. The board is responsible for the management of the whole Association. It is accountable to the membership for all of its decisions.

The board is the body within the organization that is liable for all actions taken on its behalf by employees and volunteers. Given this level of responsibility, the board creates policies to be followed when making decisions.

The membership gives the board a mission and principles to act as guidelines when making decisions. It is the board's responsibility to ensure that the policies adhere to these parameters.

In order to accomplish this undertaking the board has developed ways of organizing its activities. These include committees which recommend policy to the board and employees to carry out the policies of the board through procedures.

The Board's functioning is outlined in the Bylaws of the organization. These need to be consulted for the election procedures, terms of office, officers, job description of officers, committees, fiscal year and removal of officers or board members.

(Copies of Letters Patent and bylaws to be attached)

- BD 1 Board Member Orientation
- BD 2 Involvement in Decision Making
- BD 3 Conflict of Interest
- BD 4 Attendance at Board Meetings
- BD 5 Public Awareness
- BD 6 Terms of Reference of Committees
- BD 7 Review of Bylaws and Letters Patent
- BD 8 Review of Policies and Procedures
- BD 9 Delegation to the Executive Director
- BD 10 Job Description of the Executive Director
- BD 11 Monitoring the Performance of the Executive Director
- BD 12 Fundraising
- BD 13 Investments
- BD 14 Succession and Continuity of Senior Leadership Team
- BD 15 Knowledge and Discovery Research

# Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 1

Policy: Board Member Orientation

Approved by the Board of Directors: May 28, 2012  
Revised January 2018

Ministry requirement

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When new members join the Board of Directors, it is often confusing and overwhelming. In order to alleviate some of the initial uneasiness, an orientation to the Association and all its activities is undertaken. On-going orientation is provided to all board members through retreats and participation in conferences and training events.

## Procedure

1. When first elected to the board, each new member will receive an orientation to:
  - vision, mission statement and principles
  - rights of people using our services
  - abuse prevention, identification and reporting
  - privacy and confidentiality
  - role and responsibility as a board member
  - policy and procedure regarding ethical governance practices
2. Each new member will be given the opportunity to discuss the information with the President or her/his representative.
3. New members will be invited to participate in the regular new employee orientations.
4. All Board members are encouraged to participate in board retreats, Association retreats, conferences and training events that are relevant to their position within the organization.
5. A record of the date of orientation for each Board member will be signed off and kept in their file.
6. The Board will do a yearly review of the Association's policies on abuse prevention, identification and reporting.
7. The Board will assess its performance as a group and individually on a bi-annual basis to ensure it is functioning effectively and carrying out responsibilities and duties and making improvements when identified as being needed.
8. When a board member voluntarily leaves their position, the nomination committee will present names at the next Annual General meeting and will also call for nominations from the floor. The Board will seek diversity and balance in welcoming new members.

## Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 2

Policy: Involvement in Decision Making

Approved by the Board of Directors: July 6, 2006

Revised August 2013

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The Association actively encourages and promotes the meaningful involvement and participation of all those people using the services of the Association in the decision-making bodies such as the Board of Directors and its Standing Committees.

The Association engages in organizational planning retreats to study and make recommendations to the Board. The Board encourages the participation of people using the services, family members, employees, Association members and community members.

### **Procedure**

1. The Board of Directors will ensure that the people using the services and their families receive information on the benefits of becoming a member of the Association.
2. The Board will make sure that people using the services are invited to sit as members of Standing or Ad Hoc Committees and Task Forces.
3. People who are using the services of the Association will be invited to stand for nomination to the Board of Directors.
4. New Board or Committee members will be provided the necessary supports to meaningfully participate in the meetings and processes.
5. Support to participate effectively may be provided by technology, a relative, friend or advocate. Employees of the Association may not provide support at the Board level.
6. The Board of Directors will ensure an organizational planning retreat with external facilitation that will be held at minimum every five years.

# Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 3

Policy: Conflict of Interest

Approved by the Board of Directors: August 3, 2016

Ministry requirement

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The Association wishes to conduct its business in a fair and open way that is not seen to be unduly prejudiced by Board and committee members who may derive a personal benefit from the decision being made.

## Procedure

### 1. Definition of Conflict of Interest

A conflict of interest occurs when:

- a board member has a private or personal interest sufficient to appear to influence a decision made in their official capacity
- a board member has a direct or indirect financial interest in a contract or a proposed contract with the Association
- a spouse, child, blood relative or family member of the board member has control of the contracting firm or has influence over the firm
- a board member has control or influence over the contracting firm

### 2. Declaration of the Conflict of Interest

The board member upon realizing that a conflict of interest exists must:

- inform the Executive Director as soon as possible
- if attending a meeting - staff, board, committee or any Association meeting - when the conflict becomes apparent, the board member must disclose the conflict at the beginning of the meeting
- once conflict is disclosed, the board member will not take part in any discussion or consideration of the situation

3. If the board member is absent from the meeting or becomes aware of the conflict of interest following the meeting, she will inform the Executive Director and/or comply with the declaration of the conflict at the next meeting attended.

4. If the board member fails to declare their conflict of interest, appropriate action will occur in accordance with CLSMA bylaws.



## Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 4

Policy: Attendance at Board Meetings

Approved by the Board of Directors: July 6, 2006

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The Board of Directors meets regularly throughout the year. It is expected that all directors will attend these meetings to ensure the proper functioning of the board. Absence of a director at three consecutive meetings without good regrets will result in the termination of the directorship.

### **Procedure**

1. If a board member fails to attend three consecutive board meetings, the President will contact the board member to obtain an explanation for the absence.
2. The President will bring the findings to the next board meeting for consideration.
3. If it is deemed by the board that there is not just cause for the absence, the board will terminate the director's term of office.
4. The President will send a written notice of the termination to the director.
5. The board may appoint from eligible members a person to complete the term.

## **Community Living St. Marys and Area**

Section: Board

Policy # BD 5

Policy: Public Awareness

Approved by the Board of Directors: August 3, 2016

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Any public awareness campaigns for the purpose of fundraising and public education must adhere to the vision, mission and principles of the Association.

Any public/media communications about the Association are to be made by the President, Executive Director or a person delegated by either. Refer to Policy HR 1.

## Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 6

Policy: Terms of Reference of Committees

Approved by the Board of Directors: July 6, 2006

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The Board of Directors recognizes that it is important to define the scope of the committees undertaking board business. As such, each committee either standing or ad hoc will have terms of reference approved by the board.

### Procedure

1. At the beginning of each year, the standing committees will review and submit their terms of reference to the board for approval.
2. When striking an ad hoc committee, the board will determine the terms of reference for the committee.
3. The terms of reference will include the following:
  - Name of committee
  - Composition of the Committee
  - Mandate
  - Quorum required
  - Objectives
  - Responsibilities
  - Resources of the Committee
  - Time frame of Operation/ yearly action plan
4. All terms of reference are to reflect the Mission and Principles of the Association.

## Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 7

Policy: Review of Bylaws and Letters Patent

Approved by the Board of Directors: July 6, 2006

Revised January 2018

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The Bylaws of the Association are the rules for running the organization. The Letters Patent are the legal guidelines of the corporation known as the Association. Both of these documents are to be reviewed regularly to ensure that they reflect the current operations of the Association.

### **Procedure**

1. The Board of Directors will establish an ad hoc committee to review the Bylaws and Letters Patent of the Association at least every five years.
2. This committee will invite suggestions from members for changes, deletions and additions to both the Bylaws and Letters Patent.
3. The committee will make recommendations to the board.
4. Any changes to the Letters Patent or the Bylaws need to be approved by the membership at either the Annual General Meeting or at a meeting called to discuss the Bylaws and Letters Patent.

## Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 8

Policy: Review of Policies and Procedures

Approved by the Board of Directors: May 28, 2012

Ministry requirement

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The policies of the Association are the board's decisions of what needs to be done to achieve the mission. The procedures are how the policies are to be carried out. Both policies and procedures need to be reviewed regularly. The review should include looking at changes to existing policies and procedures, additions and deletions.

### **Procedure**

1. The Board of Directors will do an annual review and update as needed the policies on vision, mission statement, principles and Rights of Persons Using Services.
2. The Board of Directors will establish an ad hoc committee to review all other policies and procedures at least every two years. This may be the same committee charged with looking at the Bylaws and Letters Patent.
3. This committee will invite suggestions from members, employees, people using the services and their families for changes, deletions and additions.
4. The committee will make recommendations to the board.
5. Any changes to the policies need to be approved by the board. These changes are to be circulated to all employees, filed in the master Policy and Procedure Manual and added to the appropriate handbooks.
6. Any changes to the procedures are approved by the Executive Director who will inform the board. These changes are circulated to all employees, filed in the master Policy and Procedure Manual and added to the appropriate Handbooks.

## Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 9

Policy: Delegation to the Executive Director

Approved by the Board: July 6, 2006

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The Board of Directors has delegated the authority of the day-to-day operations to the Executive Director of the Association. The Executive Director is expected to carry out these duties in accordance with the Mission and Principles of the Association and to comply with the policies and relevant government laws.

### **Procedure**

1. The Executive Director takes direction from the Board of Directors and reports back on the activities undertaken.
2. The Executive Director acts as an advisor to the board and ensures that the board is informed of all relevant information needed to make decisions.

## Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 10

Policy: Job Description of the Executive Director

Approved by the Board of Directors: July 6, 2006  
Revised January 2018

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The job description for the Executive Director is developed and updated by the board when appropriate.

### **Procedure**

1. The board will review the job description at least every five years to ensure it reflects the activities required.
2. The board will review the compensation package for the Executive Director as deemed necessary.

# Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 11

Policy: Monitoring the Performance of the Executive Director

Approved by the Board of Directors: July 6, 2006

Revised January 2018

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The Executive Director position carries with it a lot of responsibility. To support, encourage, and recognize these efforts, the board will undertake to formally review the performance of the Executive Director on a yearly basis. Such a review will look at the achievement of goals set previously and identify future performance expectations, the leadership shown, any training or professional development needed or requested and continuation of employment.

## **Procedure**

1. When first hired there will be an informal review at three months. This will be conducted by the representative(s) appointed by the board. A formal review will be conducted at six months and at least every 2 years thereafter.
2. The format of the review is determined by the Board of Directors. They will seek input about the performance of the Executive Director from the Executive Director, board members, employees, people using the service including their family and friends and appropriate community organizations.
3. The results of the review will be in written form and will be attached to the Executive Director's personnel file with a copy in the board's private file.
4. Both the board president's and the Executive Director's signature on the form will indicate agreement with the written review.
5. The Executive Director is free to request a review at any time.



## Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 12

Policy: Fundraising

Approved by the Board of Directors: Sept 28, 2015

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The Board of Directors and Executive Director are responsible for ensuring that the financial needs of Community Living St. Marys and Area are met. They are also responsible for ensuring that all fundraising activities fall within the ethical guidelines established by the Association and adhere to and where possible promote the values, vision, mission and principles of the Association.

### **Procedure**

1. The fundraising needs and goals of the Association shall be determined each year by the Board of Directors.
2. All fundraising activities suggested for the Association require the approval of the Board of Directors.
3. Fundraising support services must be approved by the Executive Director.
4. Employees may volunteer as a member of a fundraising committee and follow all guidelines set in place by the committee.
5. The Executive Director or their delegate shall secure and complete all the required licenses and permits for each fundraising event.
6. The Executive Director, the Finance Manager or their delegate will determine what new accounts will be required to satisfy the security and fiduciary needs of each new fundraising activity and will also be responsible for reconciling and closing the accounts once the fundraising event is ended.
7. Central Administration will issue tax receipts to all donors within twenty working days following the reconciliation of an event's revenue and expense accounts.

# Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 13

Policy: Investments

Approved by the Board of Directors: Sept 28, 2015

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The Board of Directors is responsible for the security and preservation of Community Living St. Marys and Area's assets, capital, and reserves and will only accept investment risks common to its peers.

## Procedure

1. The Executive Director and Finance Manager will invest all excess cash. Investments will be limited to low to medium risk instruments. Investments in excess of fifty thousand dollars will require the pre-approval of the Board of Directors.
2. All purchases and sales (excluding maturities) must be approved by an officer of the Board signing authority and the Executive Director.
3. At least once a year, Board Treasurer and/or designate and the Executive Director will meet with the Association's Investment Consultant who shall provide a detailed investment summary. At the minimum the report should include the type of investment held, the cost and the market value of the investment, the stated rate of return if applicable, the maturity date and any activity since the previous report. The summary will be presented to the Board of Directors at the next meeting.
4. This policy is intended to provide limits within which the investment portfolio will operate. If a specific situation arises, where it appears advantageous to go beyond these set limits, then the written approval of the Board of Directors must be obtained prior to the investment taking place.
5. It will be the Executive Director's responsibility to ensure that the investments in the portfolio adhere to all governing bodies overseeing non-profit charitable organizations.

# Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 14

Policy: Succession and Continuity of Senior Leadership Team

Approved by the Board of Directors: August 3, 2016

Revised: August 21, 2017

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To promote continuity and minimize risk from the loss of Executive Director services and senior leadership, the Board of Directors has a succession and continuity plan which will be implemented in the event of absence, resignation or termination of the position.

## Procedure

For Executive Director:

1. The Executive Director will maintain a task analysis of critical duties and ensure senior staff are cross trained in these functions.
2. In a planned absence, the Executive Director will appoint one or more Directors to assume duties and notify the Board.
3. In a resignation or termination, the Board President will call a special meeting of the executive for the purpose of establishing a transition team that can appoint an Acting Executive Director and begin a recruitment process.
4. The transition team will work closely with the outgoing Executive Director (if appropriate) to ensure a smooth transfer, addressing concerns and priorities for the new Executive Director and conducting an exit interview.
5. The outgoing Executive Director and/or Acting Executive Director will develop a report on the agency priorities that require the attention of the new Executive Director. This report will be given to the Board President and transition team.
6. The transition team will develop an orientation plan for the new Executive Director, including, but no limited to; a letter of welcome, introductory meeting between the Board and the new Executive Director, staff meetings, letter to the stakeholders of the organization, media announcement, review of agency policies and procedures and review of performance priorities.

For Senior Leadership Team:

1. The Senior Leadership team will maintain task analysis for critical duties and ensure there is cross training for priority areas.

2. In a planned absence, the Executive Director will arrange for someone to fill in temporarily or reassign duties as appropriate.

3. In a resignation or termination, the Executive Director will begin the recruitment process and reassign duties for the interim as appropriate.

# Community Living St. Marys and Area

Section: Board of Directors

Policy # BD 15

Policy: Knowledge and Discovery Research

Approved by the Board of Directors: Jan 22, 2018

Revised January 2018

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The Association understands and values the potential of research in furthering our vision and mission. Refer to V1 – Principle 10.

The decision to engage in research shall be made by the Executive Director and senior staff and the board will be kept informed.

The Association reserves the right to require adjustments in the research activities and protocols proposed by the research project in order to ensure the research activity does not compromise the vision, mission and principles of the Association and does not interfere with the rights and preferences of any participant. We will ensure that a standard academic ethical review from a credible research body is completed prior to engaging in a research partnership.

## **Procedure**

1. A lead person will be identified who will provide the communication link between the researchers and the Association. The lead will also monitor progress, troubleshoot any challenges that may arise and share information on results internally.

- The lead will keep close attention that the research or knowledge discovery follows privacy and confidentiality policy and will monitor ongoing progress and ethical conduct of researchers.
- All research or knowledge discovery will be voluntary, with signed consent and the person supported or other stakeholder will be provided with information on their right to withdraw.
- Participants will be fully informed of the purpose and intent of research or knowledge discovery.

2. The Executive Director will ensure the board will be kept informed.



## **Administration**

The administration of the Association is delegated by the Board of Directors to the Executive Director. The Executive Director is responsible for the day-to-day running of the organization. This includes overseeing both the human and financial resources of the Association.

The administration needs to act in a way that is consistent with the vision, mission and principles of the organization. The administration is the public face by which the organization is judged, whether it be the person who answers the phone, Executive Director speaking to the media or a director attending a meeting.

The Administration oversees the accounting for all money matters of the Association. It makes sure that the Association has an accounting system in place that meets the needs of the Association, fulfills any requirements of reporting to funding bodies and complies with the Association's responsibilities as a corporation.

The Board of Directors is responsible for the financial management of the Association, so the board must ensure that monies are used in accordance with the vision, mission and principles of the organization.

The financial practices are audited yearly and the annual audited statements are open for public view. So it must, as well, reflect the vision, mission and principles of the organization.

- A 1 Accounting
- A 2 Budgeting
- A 3 Purchasing
- A 4 Payroll and Attendance
- A 5 Information and Records - Organization
- A 6 Information and Records – Services
- A 7 Privacy of Information
- A 8 Credit Card Purchases
- A 9 Technology and Office Equipment

## Community Living St. Marys and Area

Section: Administration

Policy # A 1

Policy: Accounting

Approved by the Board of Directors: July 6, 2006  
Revised July 2016

Ministry requirement

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As a corporation and a charity, the Association is required by law to have an accounting system for its money and assets. It needs to follow generally accepted rules for accounting and have the books audited each fiscal year.

### Procedure

1. In the chart of accounts, each number includes the account, department and identification designations.
2. Assets are listed yearly taking into account actual cost, depreciation, insurance coverage and petty cash system.
3. Incoming monies from sales or services, rents, operating grants, donations are tracked by invoices, receipts and notification slips.
4. Deposits are to be made if the total receipts on hand exceed \$500.00.
5. Invoices and bills to be paid are authorized for payment. Cheques are signed by two of the four signing officers. Cheque and EFT registers are provided at time of signing. EFTs are authorized before posting.
6. A general ledger and bank reconciliation is done weekly with all corresponding reports.
7. An external audit is done annually by a company approved by the membership at the previous Annual General Meeting.



## Community Living St. Marys and Area

Section: Administration

Policy # A 2

Policy: Budgeting

Approved by the Board of Directors: May 28, 2012

Ministry requirement

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Each year the Association is required to submit budgets to funding bodies for continued monies. The Association has chosen to budget government funds on an individual basis and then produce an overall budget to be sent to the respective government agencies.

### Procedure

1. Support Services prepares support requirement information for each person using the services based on the request outlined in their plan.
2. The individual support requirements information is forwarded to Central Administration for input into budget format.
3. Individual budgets are reviewed throughout the year by Support Services along with the person using the service and, if they choose, their family and friends.
4. Central Administration will prepare the central administration budget taking into account the previous year's expenses and projected costs.
5. Central Administration will consolidate the individual budgets and the Central Administration budget for submission to the Ministry of Community and Social Services using the forms provided.
6. The Executive Director will review all budgets prior to presentation to the Board of Directors. Once approved, the budgets will be submitted to the appropriate funders.

## Community Living St. Marys and Area

Section: Administration

Policy # A 3

Policy: Purchasing

Approved by the Board of Directors: July 6, 2006

Revised July 2016

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All purchases by or on behalf of the Association must be authorized by the appropriate person and documented by invoice, receipt or voucher.

### **Procedure**

1. Purchases under \$1,000.00 will be authorized by the appropriate director or team leader.
2. Purchases of more than \$1,000.00 and less than \$10,000.00 will be authorized by the director and endorsed by the Executive Director.
3. For purchases of more than \$10,000.00, a proposal for the expenditure will be presented to the Board for approval prior to purchase. Each proposal will include three quotes.
4. A petty cash system is maintained by each department for purchases under \$100.00. The director or delegate responsible for the petty cash will ensure that each expenditure is receipted and a voucher is completed. To replenish petty cash, a summary of all vouchers with receipts attached is to be forwarded to Central Administration for processing.

# Community Living St. Marys and Area

Section: Administration

Policy # A 4

Policy: Payroll and Attendance

Approved by the Board of Directors: July 6, 2006

Revised July 2016

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As a legal employer, the Association provides a mechanism to ensure the accurate documentation and administration of payroll and attendance information for all employees.

## **Procedure**

### **Payroll**

1. All employees are paid bi-weekly by direct deposit.
2. The pay period begins on Saturday and ends the second Friday following.
3. Each employee will submit a time sheet stating the payable hours worked, vacation, sick, bereavement, employee's name, person using the services. Times sheets will be signed by the employee and her/his supervisor(s), and may also be signed by the person using the service and/or their family member.
4. Any changes to rate of pay, personal information or special requests are to be forwarded to Central Administration by the employee's supervisor.
5. Those employees who receive a salary will complete times sheets when taking vacation time, sick days or any leave of absence unless otherwise directed by their supervisor.
6. Information from time sheets will be entered into the transmit payroll software by Central Administration.
7. Records of the direct deposit are emailed to employees on payday.

### **Attendance**

1. Attendance records are kept to conform to Revenue Canada requirements, to establish eligibility for benefits and seniority. They are filed in the personnel file.

# Community Living St. Marys and Area

Section: Administration

Policy # A 5

Policy: Information and Records - Organization

Approved by the Board of Directors: July 6, 2006  
Revised August 2013

Ministry requirement

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Records of all business operations and activities of the Association will be maintained in an organized, efficient manner.

## Procedure

### 1. Personnel

a) Personnel files for each employee will be maintained in the Central Administration office and the Association's secure web-based database; and will contain information required for Human Resources and payroll purposes such as:

- personal data
- initial employment information
- employment history
- termination of employment information

b) Employee medical/health information will be maintained by the Privacy Officer in the Central Administration office in a separate and secure cabinet.

c) Files of former employees will be retained intact for five years. All records will be maintained according to government requirements.

d) Personnel files are considered to be the property of the Association and will be maintained with due regard to confidentiality. Direct access for administrative purposes will be limited to:

- Executive Director
- Central Administration personnel
- President of the Association
- designated Privacy Officer
- directors

e) Information in a Personnel file may be accessed only in the presence of one of the four people listed in d), above by:

- the specific employee, with prior written authorization from an immediate supervisor
- the employee's immediate supervisor
- the relevant director

- the Executive Director

f) Any record or document concerning performance or discipline will be included in the employee's personnel file, only after the employee has been given the opportunity to read it and sign it.

g) Information may not be added or deleted to a file without the knowledge of one of the four people listed in d), above.

h) A personnel file may not be taken from the Administration Office, except in an emergency endangering the files.

2. Applications for employment will be retained in a file for a period of six months.

3. Employee information will only be released with the employee's written and signed permission.

4. Following the required retention period of five years, all personnel documents will be shredded.

5. Following the required retention period of seven years, all financial documents will be shredded.

# Community Living St. Marys and Area

Section: Administration

Policy # A 6

Policy: Information and Records - Services

Approved by the Board of Directors: May 28, 2012  
Revised February 2016

Ministry requirement

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The Association recognizes its responsibility to maintain personal files for each person using services for twenty (20) years after the last entry, or seven (7) years after the individual is no longer receiving supports and services.

These files must be stored in a safe, secure environment and comply with applicable privacy legislation.

## Procedure

### 1. Files for people using services

a) The Association requires an active file be maintained in Central Administration and the Association's secure web-based database for each person using service. The following information is generally included in the file:

- name, date of birth, gender
- address prior to involvement with the Association
- names, addresses, and telephone number of parents or next of kin
- personal, social and family history
- beginning date of involvement with Association
- all relevant medical and health information
- a contact list of people important to the person
- copies of relevant legal and financial documents
- current and past life and/or personal and/or support plans
- application for Developmental Services and Supports (if there is one)
- Supports Intensity Scale needs assessment (if there is one)

b) A copy of the File Maintenance Chart is included in this policy section.

### 2. Files for people using services who have died

The file must contain the following:

- details of circumstances surrounding the death of a person using services including date, time, place and name and address of the person who attended to the details of interment

- if the Association is involved in any of the person's financial affairs, evidence that the balance of any accounts and remaining monies have become part of the person's estate

### **3. Files for people who have discontinued services**

The file must contain the following:

- date and circumstances of discontinuing services
- forwarding address and telephone number (if available)
- if the Association has been involved in any of the person's financial affairs, documents clearly showing that all monies and trust accounts have been transferred at the person's direction

4. A Personal Information Form for each person using services must be located at the front of their file. A team leader is responsible for ensuring that the information is current. If the person does not use Support Services, then the Planning Facilitator is responsible for ensuring the information is current.

5. Written consent must be given by the person using services to release any information to other people or agencies.

6. Following the required retention period, all documents will be shredded.

# Community Living St. Marys and Area

Section: Administration

Policy # A 7

Policy: Privacy of Information

Approved by the Board of Directors: May 28, 2012

Ministry requirement

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The Association is committed to keeping personal and personal health information private and safe and is governed by one or more of the following Acts:

- *Health Protection and Promotion Act, R.S.O. 1990, c. H.7 (HPPA)*
- *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M56 (MFIPPA)*
- *Personal Health Information Protection Act, S.O. 2004, c. 3, Sch. A (PHIPA)*
- *Other applicable provincial and municipal legislation*

## Procedure

1. The Association only collects as much personal and personal health information as needed to support the delivery of services.
2. This information may include, but is not limited to:
  - name, address, date of birth, Ontario health card number
  - information related to eligibility for services
  - health-related assessments about individual or family health history
3. Information will only be collected directly from the person using the Association services and their family and friends when consent is given.
4. Anyone using Association services can change or withdraw their consent at any time by notifying the Association in writing.
5. The personal health information collected will only be used for the purposes for which it was collected. This information will not be shared with others without consent unless required or permitted by law.
6. The Association will keep personal information private and safe from theft, loss or unauthorized use by others. Information will only be kept for as long as the law allows and will be stored and/or disposed of according to the law and Association policies.
7. The Association has a designated privacy officer who can answer questions about how personal health information is collected, maintained, used or disclosed.
8. The Association will ensure people know if they have a complaint or concern about how the Association handles personal health information they can contact:



**Information and Privacy Commissioner/Ontario**

2 Bloor Street East, Suite 1400

Toronto, ON M4W 1A8

Phone: 416-326-3333 or 1-800-387-0073

Fax: 416-325-9195

[www.ipc.on.ca](http://www.ipc.on.ca)

## Community Living St. Marys and Area

Section: Administration

Policy # A 8

Policy: Credit Card Purchases

Approved by the Board of Directors: February 24, 2014

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All credit card purchases by or on behalf of the Association must be authorized by the appropriate person and documented by attaching the invoice, receipt or voucher to the "Credit Card Purchase" form.

### Procedure

1. Any purchases requiring payment in this manner must be approved by the appropriate director or the Executive Director prior to receiving the credit card.
2. The Credit Card Purchases form must be totally completed and properly authorized. This includes amount, date of transaction, how the purchase was done, who the funds are payable to and an adequate explanation to support the request. All pertinent and available documentation must accompany the form.
3. Credit Card Purchases by phone or online should only be used when absolutely necessary.
4. When completing the "Credit Card Purchases" form, attach all appropriate paperwork (record of contact, phone number, company, or printout of confirmation if online, etc.)
5. The "Credit Card Purchases" form must be sent to Central Administration when the purchase is authorized. Do not wait until the service is complete or the item is received.
6. Any additional paperwork received subsequently (packing slips, invoices, etc.) must be submitted to Central Administration as soon as possible.

## Community Living St. Marys and Area

Section: Administration

Policy # A 9

Policy: Technology and Office Equipment

Approved by the Board of Directors: August 3, 2016

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The Association has a responsibility to ensure its technology and office equipment are appropriate to meet current and future needs.

### **Procedure**

1. The Association has a technology plan that is implemented and reviewed regularly to assess the current IT (Information Technology) environment and to guide future changes. See attached.
2. The Association carries out regular maintenance and service on office equipment. Training is provided to employees using this equipment. Non-compliance with health and safety, proper operating procedures and standards is subject to disciplinary and performance review.

Refer to HR 31 Information Technology



## Human Resources

The most important and most visible resource of the Association is its people, both paid and unpaid.

The Association strives to hire and attract the most competent people. It strives to provide a work environment that uses peoples' strengths, provides opportunities for growth and development, encourages people to take risks and supports people to do so. It strives to provide a compensation package that recognizes peoples' value in both time and money.

- HR 1 Code of Ethics
- HR 2 Standards of Conduct
- HR 3 Job Descriptions
- HR 4 Definitions of Employment Categories
- HR 5 Hours of Work
- HR 6 Hiring
- HR 7 Criminal Reference
- HR 8 Criminal Reference for Volunteers
- HR 9 Job Sharing
- HR 10 Personnel Files and Records
- HR 11 Probationary Period
- HR 12 Seniority
- HR 13 Orientation and Training
- HR 14 Performance Appraisal
- HR 15 Termination
- HR 16 Disciplinary Action
- HR 17 Problem Resolution
- HR 18 Layoff and Displacement
- HR 19 Salary and Wages
- HR 20 Vacation
- HR 21 Time Sheets
- HR 22 Employee Benefits
- HR 23 Statutory and Legislated Benefits
- HR 24 Out of Pocket Expenses
- HR 25 Leaves of Absence
- HR 26 Communicable Diseases and Employment
- HR 27 Workplace Violence and Harassment
- HR 28 Consultation Services
- HR 29 Conflict of Interest
- HR 30 Personal Business on Work Time
- HR 31 Information Technology ((Email, Social Media))

HR 32 Driver Abstract

HR 33 Alternative Dispute Resolution

# Community Living St. Marys and Area

Section: Human Resources

Policy #HR 1

Policy: Code of Ethics

Approved by the Board of Directors: July 6, 2006

Ministry requirement

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The Association has professional, legal and moral obligations to the people using its services and their families. All volunteers and employees will conduct themselves in accordance with a common Code of Ethics. The Code has the following responsibilities.

## 1. **Philosophy**

Each volunteer and employee will support and adhere to the Association's vision, mission, and principles.

## 2. **Professional Conduct**

Each employee is expected to conduct themselves, whether alone or with others, in a conscientious and respectful way which enhances the quality of life of each person using the services. This level of professionalism needs to be expressed at all times.

## 3. **Confidentiality**

Volunteers and employees have access to confidential information about the people using the services and their families. This information may come from files, reports and by people telling their stories. All of this information is confidential and cannot be shared with others unless the volunteer or employee is authorized to do so in writing, subpoena or verbal consent with the person present.

If the health and safety of the person using the services is in question, the employee is to discuss the situation with her/his immediate supervisor before proceeding with any disclosure. Board or committee members will discuss the situation with the board president.

## 4. **Representation of the Association**

Volunteers and employees are seen by the community as representatives of the Association. Volunteers and employees will need to make sure that statements made of a personal nature are not confused as statements on behalf of the Association.

Any public/ media communications about the Association are to be made by the President, the Executive Director or a person delegated by either.

## Community Living St. Marys and Area

Section: Human Resources

Policy #HR 2

Policy: Standards of Conduct

Approved by the Board of Directors: May 2015

Revised June 2015

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The Association believes that volunteers and employees will act fairly and reasonably at all times reflecting the Code of Ethics policy.

Of note:

The following are strictly prohibited and will result, following investigation, in immediate disciplinary action, up to and including termination:

- Abuse of a person receiving support services from the Association.
- Theft from the Association, a person receiving support services, fellow employees or volunteers.
- Wilful damage to property belonging to the Association, person receiving support services, employees or volunteers.
- Sexual activity or other inappropriate behaviour involving people receiving support services.
- Improper and/or unauthorized use of or possession of, or being under the influence of alcoholic beverages or non-prescribed or illegal drugs during work hours.
- Fabrication of or tampering with documents or records concerning the Association, its property or those of people who receive support services.
- Wilful misconduct, disobedience or wilful neglect of duty.
- Possession or use of firearms or weapons while on duty or on Association property.
- Conviction of a criminal offence which results in being unable to work for an extended period.
- Violations of the Ontario Human Rights Code. (For more information visit [www.ohrc.on.ca/english/code/index/shtml](http://www.ohrc.on.ca/english/code/index/shtml)).



# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 3

Policy: Job Descriptions

Approved by the Board of Directors: July 6, 2006

Revised August 2013

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To assist each employee to understand the expectations of their job, the Association has developed job descriptions for each position within the Association structure.

For job descriptions of the volunteer sector, please consult the bylaws.

## **Procedure**

1. A job description for each position within the Association will be kept in the Policy and Procedure Manual in the Central Administration office.
2. Each job description will be reviewed annually by the incumbents and the immediate supervisor. Any changes will be forwarded to the Executive Director for consultations and presentation at the Board.
3. Each job description will include:
  - title of position
  - place in organizational structure
  - immediate supervisor
  - reporting relationship
  - purpose of Position
  - responsibilities
  - requirements
  - qualifications
  - core competencies
4. For the job description of the Executive Director, consult the Board policy.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 4

Policy: Definitions of Employment Categories

Approved by the Board of Directors: July 6, 2006  
Revised August 2013

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The Association has developed various categories of employment to meet the needs of those people who are using the services and to provide for the on-going functioning of the Association.

## Definitions

1. **Full Time** are employees who have consistently worked 28 hours or more in one (1) week over a six month period and will be expected to do so on an on-going basis.
2. **Part Time** are employees who have regularly worked less than 28 hours per week and have successfully completed their probationary period.
3. **Contract Employees** are those people hired for a specific term and task. The term will not exceed one year. The terms and conditions of employee will be outlined in the contract. The employee may work up to 40 hours in one week.
4. **Casual / Relief Employees** are those people who have made a commitment to be available for work on an on-call basis. Casual/Relief Employees are required to work a minimum of once every three months unless specifically outlined in a person's support plan/agreement.
5. **Salaried Employees** are those employees holding a supervisory or managerial position where the expectation is that the requirements of the position will take a known number of hours each week. Salaried employees may be full time, part time or contract employees.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 5

Policy: Hours of Work

Approved by the Board of Directors: April 23, 2007  
Revised August 2013

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Hours of work for each employee will be set out in the letter of employment. It is expected that each employee will be available for work and will fulfil her obligations unless reassigned or authorized. The Association also recognizes that the actual day to day work time may vary depending upon the particular needs of the person receiving support services. Employees will need to be flexible in planning each work day.

## Procedure

1. A normal work period of two weeks is up to 80 hours. It is expected that this will only be exceeded if there is an emergency need for supports.
2. It is understood that the employee will be available for work recognizing that from time to time sickness or injury may result in innocent absenteeism. If the employee expects or intends to be absent from work, she must notify her supervisor so that arrangements can be made.
3. If an employee is not required to work their regularly scheduled hours and is given less than 12 hours' notice, then she is entitled to be paid for her regularly scheduled hours up to a maximum of three. In the event a meeting specific to a person, such as a team meeting, is cancelled with less than 12 hours' notice, employees (provided they were attending) will be compensated up to one hour pay at their regular rate.
4. Overtime is considered to be any hours worked over 88 hours averaged over 2 weeks with a signed Overtime Averaging Agreement.
5. Authorization for overtime must be obtained prior to the work being done and is a condition of payment.
6. In an emergency situation where prior approval was not given, the employee will notify her supervisor on the hours worked as soon as it is feasible to do so.
7. Salaried employees will be compensated for overtime with the equivalent time off, with pay, at a mutually agreed upon time.
8. It is understood that a casual/relief employee will contact their team leader to ensure that they fulfill the requirements to work a minimum of once every 3 months or as specifically outlined in a person's support plan/agreement.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 6

Policy: Hiring

Approved by the Board of Directors: May 28, 2012  
Revised January 2018

Ministry requirement

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The Association endeavours to hire and maintain highly competent employees. The process includes both documentation and interviews.

## Procedure

### 1. Posting

All positions will be posted internally.

Internal posting will be advertised for at least two weekends. External postings may be done at the same time as the internal postings.

All postings will include:

- Note accommodation is available for applicants identifying disability
- Police Vulnerable Sector Check is required by all applicants
- Note we thank all applicants for their interest; however only those selected for an interview will be contacted

### 2. Applications

Internal applications are submitted in writing. All applications received will be treated confidentially and be considered in an equal and fair manner.

### 3. Screening

Following the closing date for applications, the submitted applications will be reviewed and those applicants that match the requirements will be offered an initial interview.

All internal applicants will be given an interview provided they meet the minimum requirements.

### 4. Interviews

The initial interview is used to determine the candidates' suitability to the position offered. Those candidates that match the needed criteria will be asked back for a second interview. References may be checked after the first or second interview.

For Support Services, the second interview is conducted by a group including the person using the services and/or his/her designate and the team leader. Final selection

of a new employee is made by the person using the services or her/his designate together with the team leader.

For other positions, the interview group will reflect the various components of the organization which is affected.

When two or more internal applicants are the choice of the person using the services and are equal in skills, ability, qualifications and experience, employment seniority will be the deciding factor. The Executive Director will be told of all final selections.

### **5. Nepotism**

Employees may not be supervised by an immediate family member including siblings, children, married or common-law partner, or in-laws.

### **6. Notification**

Once a final decision is made, the successful candidate will be notified and asked to present a current Police Vulnerable Sector check before an offer to hire can be extended. New employees will also be asked to provide verification of credentials as noted in the job description under education at the discretion of the Director of Support Services.

All candidates who were interviewed will be notified of the decision by phone or in writing in a timely manner.

### **7. Offer of Employment**

The successful candidate will receive a letter of employment which outlines the terms and conditions of work including:

- Welcome to the Association
- Title of Position
- Remuneration and Benefits
- Hours worked
- Probationary period
- Mandatory Training/Requirements/Orientation
- Policy and Procedure Manual

For Support Services, the letter will contain the expected hours of work averaged over a one week period and for whom the employee is working. It is known that life and circumstances can change and therefore schedules and hours may vary. The expected number of hours and the schedule cannot be taken as guaranteed.

Prior to beginning employment the employee will return:

- the signed Offer of Employment
- the signed Declaration of Commitment/Oath of Confidentiality
- Overtime Averaging Agreement

Until reference checks, police record checks and orientation are completed, a new staff member will be supervised while working with a person using services. The length of orientation is at the discretion of the employer.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 7

Policy: Criminal Reference

Approved by the Board of Directors: May 28, 2012  
Revised August 2015

Ministry requirement

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The Association wants and needs to provide a safe and secure environment for all people who use the services of the Association. It is important that the Association can demonstrate to the people using the service that the Association has taken as many precautions as it can. As a result, the Association requires that all successful candidates for employment must provide a Police Vulnerable Sector Check.

## Procedure

1. The successful candidate is required to provide the Association with a current (within six months) Police Vulnerable Sector Check. All costs are the responsibility of the candidate. The Association will require employees to have this updated every 5 years.
2. When there is a criminal record that would cause concern about the suitability of the candidate, any offer of a position either expressed or implied is withdrawn. Time is then taken to better understand the record and its implications on the position.
3. Having a criminal record may not exclude the person from employment. Any change must be reported to immediate supervisor within 48 hours.
4. It is the employee's responsibility to report a change on their own circumstance that would be reflective on a Police Vulnerable Sector Check. Employees will be required to sign off annually on a *Police Vulnerable Sector Check and Driver Abstract* form, verifying that there has been no change since their last submitted Police Vulnerable Sector Check.
5. It is at the discretion of the Association to request a Police Vulnerable Sector Check at any time.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 8

Policy: Criminal Reference for Volunteers

Approved by the Board of Directors: May 28, 2012  
Revised September 2013

Ministry requirement

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The Association wants and needs to provide a safe and secure environment for all people who use the services of the Association. It is important that the Association can demonstrate to the people using the service that the Association has taken as many precautions as it can. As a result, the Association requires that volunteers, including board members, who work directly for a person using the services must have a Police Vulnerable Sector Check.

## **Procedure**

1. Volunteers who work directly for a person using services are required to provide the Association with a current (within six months) Police Vulnerable Sector Check. The Association will reimburse the volunteer the cost of the record check.
2. When there is a criminal record that would cause concern about the suitability of the volunteer, any offer of a position either expressed or implied is withdrawn. Time is then taken to better understand the record and its implications on the position.
3. Having a criminal record may not exclude the person from volunteering.
4. It is the volunteer's responsibility to report a change on their own circumstance that would be reflective on a Police Vulnerable Sector Check.
5. It is at the discretion of the Association to request a Police Vulnerable Sector Check at any time.
6. Personal references will be documented for new volunteers, including board members.



## Community Living St. Marys and Area

Section: Human Resources

Policy # HR 9

Policy: Job Sharing

Approved by the Board of Directors: July 6, 2006

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The Association recognizes that there may be occasions when two or more employees may wish to job share one position. This arrangement will be considered if it is in the best interests of the person using the services and the Association.

### **Procedure**

1. The intention to job share can be expressed by an employee in a position at any time. Consideration of the request will be made by the immediate supervisor.
2. The intention to job share can be expressed in the application process. Consideration of the request will be made by the interview team.
3. The interview will consist of all parties to the job share.
4. All employees involved in the job share are accountable to ensure the complete job is done in a satisfactory manner.
5. If one component of the job share becomes open, others in the job share will have the opportunity to take over the available hours. If this is not possible, the job share will revert to the whole position. This position will be posted.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 10

Policy: Personnel Files and Records

Approved by the Board of Directors: July 6, 2006  
Revised February 2016

Ministry requirement

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The Association will maintain personnel files in a secure manner to ensure confidentiality. The files will contain information required by law and by the policy of the Association.

## Procedure

1. Each personnel file will contain:
  - personnel data including name, address, telephone number, date of birth, next of kin, social insurance number.
  - initial employment information including letters of application, references, employment status, start date, benefit participation, authorization for payroll deductions
  - employment history including time sheets, attendance records, medical certificates, Standard First Aid and CPR certificates, performance appraisals, requests for and results of leaves of absence, disciplinary notices and reports, disclosure to car insurance
  - upon termination, the file will contain the nature of termination, separation documents and exit interview notes
2. All records and files of former employees will be kept according to the requirements of Revenue Canada and retained intact for five years.
3. Employees have access to their own personnel file only with supervision and support. Refer to Policy A5.
4. Personnel files are to be stored in a safe and secure manner. Employee medical/health information are to be stored in a separate and secure manner.
5. Only those people authorized to do so may open and read an employee's file. These files are not to leave Central Administration. Refer to Policy A5.

## Community Living St. Marys and Area

Section: Human Resources

Policy # HR 11

Policy: Probationary Period

Approved by the Board of Directors: July 6, 2006  
Revised March 2017

Ministry requirement

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All successful candidates will begin their employment with the Association with a probationary period. This period gives the employee time to understand the job expectations, receive any training, have a performance appraisal and determine whether or not the job is suitable. The Association uses this period to provide an orientation and training, conduct a performance appraisal and determine the employee's suitability.

### **Procedure**

1. For all employees the probationary period is six (6) months.
2. Probationary periods may be extended only once.
3. Employees who have accepted a new position within the Association and who have at least two years of employment seniority, will have a three month trial period. This period is for orientation, training, performance appraisal and mutual suitability.
4. The length of time prior to eligibility for the Employee Benefits package is determined by the carrier. It is independent of the probationary period but is not shorter than the probationary period.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 12

Policy: Seniority

Approved by the Board of Directors: July 6, 2006

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The Association supports the concept of seniority for recognizing the contribution of an employee and for determining specified rights and benefits.

## **Procedure**

1. Seniority is defined as the total of hours worked for the Association.

If the date of hire was prior to January 1, 1990, information from the personnel records and negotiation with the employee will determine the number of hours before January 1, 1990. This number of hours will be added to the hours worked following January 1, 1990.

For all dates of hire following January 1, 1990 to the present, records of hours worked are maintained.

2. An updated seniority list is available from Central Administration annually.
3. The employee's anniversary date is the anniversary of the date of hire. The anniversary date is used to determine vacation time, merit increases, length of service and seniority with the Association.
4. A second anniversary date is created when an employee accepts a different position within the Association. This second anniversary date is used to determine times for performance reviews and merit increases.
5. If an employee is not working for a period of time, seniority is not lost unless the period exceeds one year.
6. When employment is terminated, seniority ceases and will only accumulate from any new date of hire.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 13

Policy: Orientation and Training

Approved by the Board of Directors: May 28, 2012  
Revised January 2018

Ministry requirement

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The Association recognizes that every employee has a personal responsibility for professional growth and development. The Association would like to enhance all employees' and volunteers' opportunities to gain information, skills and knowledge about the duties required for their position.

## Procedure

1. Each new employee and volunteer will receive and is expected to participate in a specific orientation for the position for which they were hired and a general orientation to the Association.

The specific orientation based on the service agreement with the person purchasing the service will be conducted by the employee's supervisor or designate and will include at least:

- value base of the work we do, including our vision, mission statement and principles
- rights of persons using services
- job description
- performance expectations
- Policies and Procedures Manual
- general health and safety procedures
- health and well-being needs of the person using services
- emergency and fire procedures
- general Association information
- medication procedure
- abuse prevention, identification and reporting
- privacy and confidentiality
- accessibility training

A general orientation will be conducted at least semi-annually by members and/or staff of the Association. This orientation is open to all employees and volunteers and must include all employees hired within the last six months. This is an opportunity to review and discuss the following:

- value base of the work we do
- Association philosophy
- Association vision, mission and principles
- Association goals and objectives
- Association policies and procedures
- areas of service and organizational structure
- planning process
- Quality Assurance Measures
- Board of Directors and Committee
- risks and responsibilities of providing financial support

An annual review for staff and volunteers will be conducted on our vision, mission statement and principles, Rights of Persons Using Services and Abuse prevention, identification and reporting.

A record of the date of all orientation and reviews will be kept for each staff and volunteer.

2. Individual training needs are identified through the performance appraisals, professional development days and General Staff meetings.
3. An annual Staff Training and Development plan will incorporate the combined staff training needs.
4. Every employee and volunteer is eligible and is encouraged to attend relevant training events, seminars, and conferences. Ability to attend such events is determined by:
  - availability of individual budget and/or Association resources
  - consistency with employee's training plan
  - consistency with Association training plan
5. Employees and volunteers who wish to attend Professional Development opportunities must:
  - complete a Training Authorization and Request Form
  - submit the completed form to her supervisor for authorization
6. Paid mandatory training for all employees includes:
  - W.H.M.I.S. Certification
  - Workplace Violence and Prevention
  - Accessibility
  - Quality Assurance Measures
  - CPI – Nonviolent Crisis Intervention (as required)

## Community Living St. Marys and Area

Section: Human Resources

Policy # HR 14

Policy: Performance Appraisal

Approved by the Board of Directors: July 6, 2006

Revised December 2014

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To support, encourage and recognize the efforts of each employee, a regular, formal performance appraisal is to be conducted at least annually. The appraisal will assess job performance, identify future performance and training goals, accessibility needs, determine eligibility for continuation of employment after the probationary period and eligibility for a new position and salary increases.

### **Procedure**

1. The employee's immediate supervisor will initiate the performance appraisal.
2. The supervisor will make sure that the employee knows the procedure and format of the review process.
3. The supervisor will seek input about the performance from the person being supported and family or her designate and the employee. The supervisor may seek input from co-workers.
4. The supervisor will meet with the employee to go over the feedback and discuss future goals.
5. A written report will be signed by the employee, the immediate supervisor, her supervisor or Executive Director, and when applicable the person using the services or their designate. The report will be placed in the employee's personnel file and a copy given to the employee.
6. The employee may submit additional comments in writing which become a part of the final report.
7. An interim written appraisal is done at the end of the probationary period, at either three or six months after a change in job assignment and then at least yearly.
8. An employee may request a performance appraisal at any time.
9. Any changes to the performance appraisal format or procedure is the responsibility of the Executive Director.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 15

Policy: Termination

Approved by the Board of Directors: April 23, 2007

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The Association understands that circumstances for an employee may change or that an employee may wish to seek employment elsewhere. There are some situations that arise where continued employment is not feasible.

## **Procedure**

1. An employee who wishes to resign her position will submit a written notice to her immediate supervisor giving the last expected date of employment. The supervisor will inform the person and their family. The minimum notice time is two weeks, however a month is appreciated.
2. If an employee's performance is unacceptable, procedures as outlined in Disciplinary Action policy will be adhered to.
3. If an employee's conduct is unacceptable, as outlined in Standards of Conduct policy, an employee will be suspended with pay until an investigation can be completed. The investigation will be carried out by the director and/or the Executive Director and/or by an external person as quickly as possible. The investigation will take into consideration the allegation, the employee's behaviour history and patterns, and the response of the employee. The results of the investigation will be shared with the employee.
4. If the employee is terminated, the employee will be asked to leave her place of employment immediately and will be escorted from the property. In the case of criminal activity, the police will be called.
5. Upon notification of termination, Central Administration will complete the necessary forms for distribution to appropriate authorities and to the employee.



# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 16

Policy: Disciplinary Action

Approved by the Board of Directors: July 6, 2006

Revised April 2015

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The Association expects that all employees and volunteers will maintain the highest standard of performance possible and that supervisors will address all issues of performance as they arise. Performance that fails to meet the standard will be addressed in a progressive, positive manner which encourages and guides the employee to better her performance through a process of mutual discussion and goal setting.

## Procedure

1. Supervisors will ensure that each employee knows and understands the standards of performance outlined in the Policy Manual, job description, performance appraisals, individual Support Plans or contracts of employment.
2. The Association will make every effort to enable employees to perform their jobs competently and effectively through regular supportive supervision.
3. If overall performance or a particular aspect of performance is below the expected standards, steps will be taken to help the employee bring the performance to a satisfactory level.

Step 1        The supervisor will call a meeting with the employee to discuss the performance standard expected. The discussion will reflect:

- the nature and seriousness of the problem
- preceding circumstances
- employee's performance record
- any mitigating circumstances
- the number of incidents involved
- time interval and employee response to prior disciplinary action(s)

A plan will be developed to change the performance and a date to review the implementation of the plan will be set. This discussion will be recorded, labelled as a verbal warning and placed on the employee's personnel file.

*It is expected that in most instances, the performance standards will be met and no further action will be needed.*

**Step 2** If the performance does not meet the standard or, if a similar incident of unsatisfactory performance occurs, the supervisor will arrange a meeting with the employee to discuss the issue and what action is needed to correct the performance. Following the discussion, a written report will be given to the employee including the date for performance review. A copy of this report will be placed on the employee's personnel file and will constitute the second warning.

**Step 3** If the performance is still below expectations, following the meeting to discuss the performance, a third written warning will be given the employee outlining the steps to correct the performance and a date by which the performance is expected to meet the standard. This warning will contain any actions that will be taken if the performance does not meet the standard by the time agreed upon. Actions that could be considered are:

- suspension
- demotion
- termination

4. When making decisions about disciplinary actions, consideration is to be given to all relevant circumstances, the extent or lack of appropriate training and orientation and the employee's explanation.

5. All disciplinary actions are recorded and placed on the employee's file. The report will contain:

- the nature of the issue
- details of the issue including dates
- basis of proof
- summary of previous issues of similar nature, discipline applied and date
- disciplinary actions taken for current issue
- plan for correction
- date of review of performance

6. All disciplinary records will remain on the employee's file for the duration of their employment.

7. In situations of extreme sensitivity of the information collected about an issue, the records will be sealed and placed in a secure location. A note to this effect will be placed on the employee's file.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 17

Policy: Problem Resolution

Approved by the Board of Directors: July 6, 2006  
Revised August 2013

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The Association encourages and promotes open communication between all levels of the organization. Occasionally, there may be unresolved issues, disagreements or disputes that need to be discussed and resolved quickly and effectively for those involved.

## Procedure

1. The Association expects that when an employee has a problem or concern about duties, responsibilities, expectations, the performance of any other employee, or any aspect of services provided by the Association, the employee would first discuss this problem or concern with the person most directly involved.

2. If the problem cannot be resolved, then the following steps for resolution may be taken.

- Step 1        The issue can be taken to the immediate supervisor for discussion and resolution.
- Step 2        Forward a written report of the employee/supervisor meeting and results to the next level of management. The issue is then discussed with all concerned and resolution is sought.
- Step 3        Forward written report outlining all efforts to date and agreements made to the Executive Director. A meeting is then held and the results in written form are reported to the employee and the director.
- Step 4        If the whole matter was unresolved, the matter with all documentation is to be submitted to the board President for consideration and resolution. A written report will be forwarded to the employee and the Executive Director. This resolution is considered final within the Association.

3. The employee may wish to ask another person to support her in this task. Confidentiality is to be considered when asking a third person for support. The employee is required to identify the third party and their affiliation a minimum of one hour prior to the scheduled meeting.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 18

Policy: Layoff and Displacement

Approved by the Board of Directors: July 6, 2006

Revised May 2017

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The Association expects that there will be changes in people's life circumstances and choices while the person is receiving support services. These changes may be caused by funding availability, resources required and other personal factors. When such changes occur, the Association will endeavour to implement any reductions or increases in service, layoffs or displacements fairly and equitably.

## Procedure

1. In any consideration of a layoff, displacement or reassignment, the person receiving the support services and/or their designate are key decision makers in this process. Several factors will be taken into consideration.
2. When a decrease in hours happens within a team, the team leader may negotiate with all affected team members to realign their duties and share the decrease. Internal reassignments may also be explored. The best solution will have the least disruption for the person receiving supports, adheres to Association principles and fulfills employee obligation.
3. When the reduction of hours or wages regularly earned in a fiscal period is greater than or equal to 33% or when hours go from full-time to part-time, the employer, along with the employee, may begin a displacement process in a timely manner.  
The process is:

The employee with the least seniority is the first on the displacement list.

An employee may displace another employee of lesser seniority who holds a similar position of the same responsibilities if:

- the employee is qualified
- the employee meets the approval of the person receiving the support services and/or their designate
- there are no outstanding personnel matters relevant to the hiring process

If displacement is not possible, the employee may choose to displace to a less responsible position under the same process.

4. The employee will have only one opportunity to begin a displacement process for each reduction of hours as outlined above.
5. When hours have changed significantly, Letters of Employment must be written to reflect the current situation.
6. Policies and procedures related to layoffs will follow the Employment Standards Act.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 19

Policy: Salary and Wages

Approved by the Board of Directors: July 6, 2006

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The Association recognizes the value of all employees. It endeavours to provide a level of remuneration that is in keeping with the responsibilities and duties of each position, reflects community standards in the Human Services field and is financially sound.

## Procedure

1. Central Administration maintains a current schedule of salary and wage rates for each position within the Association.
2. Specific rates are determined by the negotiations with funding sources, authorized yearly by the Board of Directors through the budgets and validated by the Pay Equity process.
3. A range of salary and wage rates for each position has a four level grid. The grid is maintained and adjusted based on the funds available. It is calculated as follows:

Level 1	93% of base rate
Level 2	96% of base rate
Level 3	Base rate
Level 4	103.5% of base rate
4. New employees normally begin at Level 1 but may be offered any other level depending on qualifications, experience and negotiations at hiring.
5. Progression through the grid for each position is determined by:
  - direction from the Board of Directors outlining the availability of salary and wage resources
  - successful annual performance appraisal

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 20

Policy: Vacation

Approved by the Board of Directors: July 6, 2006

Revised February 2018

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Vacation is paid time off from work. The Association recognizes that all employees need to have an opportunity to balance work and leisure to promote well-being and health. Vacation time is intended to give the employee a break from the responsibilities of the job and a time to enjoy the company of friends and family.

## Procedure

1. Central Administration maintains a schedule of vacation rates. Rates are determined by negotiations with the funding bodies, authorized by the Board of Directors and at least meets the minimum requirements of the Employment Standards Act.
2. Specific rates for each employee are based on their anniversary date and calculated as follows:
  - first year - 6% of earnings or three weeks
  - second year - 8% of earnings or four weeks
  - after five complete years, vacation pay will increase at the rate of .4% until a maximum of 10% or five weeks of paid vacation is reached
  - after 15 complete years - 10.4% of earnings
  - after 20 complete years - 10.8% of earnings
3. All full time employees are expected to take advantage of their full entitlement during their anniversary year.
4. Part time employees will receive their vacation earnings on every pay.
5. If an employee goes from full time to part time, any accumulated vacation pay will be taken in paid time off. In extraordinary situations, accumulated vacation will be paid out prior to change to part time status.
6. Vacation accounts may not exceed the maximum annual entitlement unless prior approval has been given.
7. Vacation time must be arranged and approved by the employee's immediate supervisor in consideration of the support requirements of the people receiving the support services. Vacation requests that exceed 3 weeks consecutively require approval from Director or Executive Director.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 21

Policy: Time Sheets

Approved by the Board of Directors: July 6, 2006

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The Association will reimburse an employee for hours worked based on the approved time sheet.

## Procedure

1. Each hourly employee will complete one time sheet which includes each responsibility or each person receiving her support services.
2. Time sheets will include:
  - employees name
  - date of pay period
  - name of person receiving support services
  - time in and out for each shift to the nearest 15 minutes
  - identification of relief, vacation or sick time
3. Time sheets must be submitted bi-weekly on the day specified by Central Administration and/or the team leader.
4. Each time sheet must be authorized by the employee's immediate supervisor or designate. They may also be approved by the person using the service or their designate.
5. Attendance records based on the time sheets will be maintained by Central Administration for each employee as required by law and Revenue Canada.
6. Time sheets not turned in on time or not approved will be forwarded to the next pay cycle.



# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 22

Policy: Employee Benefits

Approved by the Board of Directors: July 6, 2006

Revised March 2017

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The Association feels it is important to enhance the compensation package for employees by including an employee benefit package.

## Procedure

1. Central Administration will regularly review its financial situation to determine what resources are available to support an employee benefit package and the level of participation of both Association and employee.
2. Central Administration will negotiate with appropriate carriers on behalf of the employee group to get the best package available within the confines of the budget.
3. Central Administration will develop procedures for dealing with the benefit package that meets both the Association's and the carrier's needs.
4. The carrier will provide a brochure for each employee that details the coverage, options, electives and any other requirements of the benefit package.
5. The full or part benefit package is available to all employees who:
  - are full-time
  - have successfully completed the probationary period
  - have been continuously employed for six months
  - have specifically elected coverage for some or all of the available benefit package.
  - waiting period for eligibility for benefit package is determined by the carrier
6. For employees or their eligible dependants receiving Long Term Disability Benefits, such group benefits will cease after two years from the commencement of an approved Long Term Disability claim.

An employee's current position will be held for a minimum of one year from the commencement of an approved Long Term Disability claim. If an employee is able to return to work and provides medical evidence of their fitness to do so prior to any other invocation of rightful termination of employment pursuant to this or any other applicable policy and/or legislation and/or otherwise, such an employee will be offered the first available position that fits within their medical restrictions (if any) and for which they are deemed suitable and qualified, subject to a supported person and/or their family having

the right to choose their own support staff. After two years on Long Term Disability, the employee will not be employed by CLSMA if they are no longer able to return to their own occupation.

For employees whose Long Term Disability claim is denied by the insurer, the Association will request on behalf of the employee, that group benefits (excluding disability) be continued for six months from the date the Long Term Disability claim is denied. It is at the discretion of the insurer as to whether such request is accepted.

7. The RRSP Matching program is available to all employees who:
  - have been continuously employed for two years
  - have minimum earnings of \$10,000 on previous year's T4
8. Requests for reimbursement of medical and dental expenses need to be:
  - made within one year of incurring the expense
  - submitted on the correct form to the carrier. Employees may submit directly or through Central Administration
9. Compensation for carrying the Association's Emergency Response Cell Phone will be at the discretion of the Executive Director.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 23

Policy: Statutory and Legislated Benefits

Approved by the Board of Directors: July 6, 2006

Revised August 2015

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The Association will ensure that statutory benefits and payroll deductions will be made in accordance with the relevant legislation and procedures.

## Procedure

1. Central Administration will make the necessary payroll deductions and make remissions on behalf of the employees and the Association. This is done in accordance with relevant legislation. Each employee will be given a payroll stub which contains the deductions made.

2. The Public or Statutory Holidays are as follows:

- New Year's Day
- Family Day
- Good Friday
- Victoria Day
- Canada Day
- Labour Day
- Thanksgiving Day
- Christmas Day
- December 26<sup>th</sup>

The Association also recognizes:

- Civic Holiday in August
- Easter Sunday

3. When an employee works on a Statutory Holiday, eligibility for statutory holiday pay will be established in accordance with the Employment Standards Act. Eligible employees will receive:

- her regular daily wage plus time and one-half her regular wage for any hours worked
- Or
- her regular wage for any hours worked plus the equivalent time-off with pay

4. When an employee does not work the Statutory Holiday, eligible employees will receive:

- her regular wages

Or

- when wages vary, the payment will be based on the average hours worked per day (excluding overtime) in the 4 week period immediately preceding the Public Holiday.

5. Statutory pay does not count towards overtime.

6. When a Public Holiday falls on a Saturday or Sunday, the Association will declare that either the preceding Friday or the following Monday will be considered the Public Holiday.

7. If a Public Holiday occurs when an employee is on vacation, the employee is entitled to the equivalent amount of paid time-off. This time-off is to be taken at a time mutually agreed upon by the employee and her supervisor.

8. An employee that does not qualify for Statutory Holiday pay will be paid at least 1.5 times the regular rate of pay for each hour worked on a Public Holiday.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 24

Policy: Out of Pocket Expenses

Approved by the Board of Directors: May 28, 2012

Revised November 2014

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Employees or volunteers may incur personal expenses while performing assigned duties on behalf of the Association. Recognizing the Association's responsibilities within the Ministry's Transfer Payment Governance & Accountability Framework, the Association will reimburse these expenses when proper documentation and authorization are presented.

## Procedure

1. Expenses which are eligible for reimbursement are those that have:
  - been incurred as a direct result of carrying out employment or volunteer activities
  - been authorized by the appropriate supervisor and may be approved by the person using services or their designate
  - been supported by a proper receipt
  - been claimed on the approved form
  
2. Allowable expenses may include out of town expenses for accommodation, meals, travel, parking, registration fees or other authorized expenses while working. Reimbursement for meal expenses is subject to a maximum rate as follows: breakfast \$8.75, lunch \$11.25, and dinner \$20.00. Alcohol cannot be claimed and will not be reimbursed.
  
3. If the approved expense is large and would affect the employee or volunteer negatively, an advance may be approved.
  
4. All receipts and forms for reimbursement will be submitted to Central Administration no later than the end of the fiscal year.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 25

Policy: Leaves of Absence

Approved by the Board of Directors: May 28, 2012

Revised January 2018

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The Association recognizes that an employee may need to take leaves of absence from time to time for various reasons. All leaves of absence, with or without pay, must be approved by the employee's supervisor, Executive Director or the Board of Directors.

## Procedure

1. **Leave of absence for personal reasons** not already covered in this policy may be granted to an employee with or without pay at the discretion of the Association if:

- written notice is given to the employee's supervisor with adequate notice
- the absence will not cause undue staffing concerns
- the employee has completed her probationary period
- approval has been obtained from the Board of Directors for leaves in excess of 120 days.

An employee is not eligible for income replacement benefits for a leave of absence without pay.

2. **Pregnancy, Parental, Family Medical, Critical Illness, Child Death, Crime Related Child Disappearance Leaves (minor child)** are granted in accordance with the current provisions of the Employment Standards Act.

3. **Personal Emergency Leave** is a 10-day entitlement per calendar year with the first two of those days being paid in full (i.e., whatever pay would have been received had the employee worked the shift in question). Medical certificates may be requested but not required.

4. **Employee Sick leave** is intended for the use of full time employees when unable to attend work because of illness. The conditions that apply to the sick leave credits are:

- Employees are not eligible for paid sick leave when on probation. Following successful completion of the probationary period, sick leave credits earned during the probationary period will be added to the total of credits available.
- Sick leave credits accumulate at the rate of 1.33 days per month to a maximum of 16 days.

- Once accumulated, employees are entitled to a maximum of 16 sick days within any 12-month period. Sick credits are earned back one year from the day they were used.
- Up to three days of accumulated sick leave may be used for the purpose of attending to the illness of someone the employee is a primary caregiver
- Sick leave credits are not payable as a cash benefit.
- A medical certificate signed by the employee's doctor may be required for sick leave over three days or for repeated use of sick leave.

5. **Domestic or Sexual Violence Leave** is five days of paid leave, five days of unpaid leave and thirteen weeks of leave (provided that any time taken in any week is treated as a full week of leave) to address various absences related to an employee or a child of the employee having experienced sexual or domestic violence.

6. **Bereavement Leave** is intended for the purpose of attending a funeral for family members, or of putting in order the deceased's affairs. The leave is with pay and all employees are eligible. The leave may be granted with the following limits:

- A written request for the leave is received by the employee's supervisor or Executive Director and approved.
- Up to five days may be granted for the death of a spouse, common-law partner, or child, or child of the employee's spouse or common-law partner.
- Up to three days may be granted for the death of a parent, grandparent, brother, sister, brother-in-law, sister-in-law, parent-in-law, son-in-law, daughter-in-law or guardian.
- For other important relationships in which attending a funeral is important to the employee, a half day for funerals that are within a one-hour drive radius or one day for funerals that are in excess of one hour's drive may be granted.  
If the bereavement leave is required while the employee is on her regular day(s) off or on vacation, an equivalent number of days off may be granted and scheduled at a time that is mutually agreed upon with the employee's supervisor.

7. **Return to Work** plan for employees coming back from a health-related leave of absence is important to their successful return. The Association recognizes that early intervention in an employee situation usually assists in an earlier return to work. It is the Association's "duty to accommodate" and to have provisions in place to prevent discrimination. The "duty to accommodate" requires that the Association provide a plan for return to work to the point of "undue hardship." Given appropriate accommodations, the Association is not required to accept substandard performance or to create a position that is neither useful nor productive.

8. Employees serving as a **Juror or Crown Witness** shall receive normal earnings for the lost time spent while serving in either capacity. A summons or legal notice for such duty will be provided to the Association. Employees will provide proof of hours engaged on Jury Duty or as a Witness. Employees must pay monies received for jury duty or crown witness to the Association.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 26

Policy: Communicable Diseases and Employment

Approved by the Board of Directors: April 23, 2007

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Given that, in most cases, we are unaware of who is a carrier of an infectious organism or disease, it is imperative that universal precautions are followed. The Association recognizes and respects the rights of employees with regard to communicable diseases that have been developed and defined under Federal and Provincial legislation, and recognizes its obligation to provide a safe working environment for its employees and people who receive services.

## **Procedure**

1. All employees will adhere to universal precautions to prevent the spread of communicable/infectious disease caused by bacteria, viruses, parasites, etc. whether airborne, on surfaces, blood-borne, or found in other body fluids and matter. (See attached guidelines)
2. Where an employee has a relevant medical condition, the Association expects:
  - that the employee will inform their supervisor so that actions necessary for the balancing of rights and protection and safety of other staff and the people receiving services may be taken
  - to adjust the work requirements and duties of the employee, where possible, to accommodate specific circumstances relevant to the identified condition, in accordance with applicable law and sensitivity



# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 27

Policy: Workplace Violence and Harassment

Approved by the Board of Directors: May 28, 2012

Revised June 2017

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Every employee has the right to freedom from violence and harassment in the work place by management employees, another employee, an employee of a contracted service, a volunteer, a person using services or their family. Community Living St. Marys and Area will not tolerate harassment, bullying or violence in the workplace.

Workplace Violence is (1) the exercise of physical force by a person against a worker, in a workplace, that cause or could cause physical injury to the worker; (2) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or (3) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

There are four types of workplace violence:

- Type 1: External perpetrator (thefts, vandalism, assaults by a person with no relationship to the workplace)
- Type II: Client/Customer/Consumer (physical or verbal assault of an employee by a client/family member or customer)
- Type III: Employee to employee (physical or verbal assault from an employee or former employee: includes harassment, stalking and bullying)
- Type IV: Domestic violence (personal relationship)

Workplace Harassment is any behaviour that demeans, humiliates, or embarrasses a person, and that a reasonable person should have known would be unwelcome. It includes actions, comments, or displays. It may be a single incident or continue over time.

Some examples of harassment include:

- unwelcome remarks, slurs, jokes, taunts, or suggestions about a person's body, clothing, race, national or ethnic origin, colour, citizenship, religious belief, sex, family status, sexual orientation, disability, age, marital status, pardoned conviction, or other personal characteristics
- unwelcome sexual remarks, invitations, or requests (including persistent, unwanted contact after the end of a sexual relationship)
- displays of sexually explicit, sexist, racist, or other offensive or derogatory

material

- written or verbal abuse or threats
- practical jokes that embarrass or insult someone
- leering (suggestive staring) or other offensive gestures
- unwelcome physical contact, such as patting, touching, pinching, hitting
- abuse of authority that undermines someone's performance or threatens her or his career
- vandalism of personal property
- physical or sexual assault
- creating an intimidating or offensive working environment: or
- creating a degrading, humiliating, or hostile work environment

Workplace bullying is usually seen as acts or verbal comments that could hurt or isolate a person in the workplace. Sometimes, bullying can involve negative physical contact as well. Bullying usually involves repeated incidents or a pattern of behaviour that is intended to intimidate, offend, degrade or humiliate a particular person or group of people. It has also been described as the assertion of power through aggression.

## **Procedure**

1. It is understood the employee may, at any time, seek advice or assistance from the Ontario Human Rights Commission.
2. The Association will assess the risk of workplace violence and will develop measures and procedures to control identified risks. These measures and procedures will be part of the workplace violence prevention program. Findings will be shared with the Joint Health and Safety Committee. The Association will repeat the assessment as often as necessary to ensure the protection of workers.
3. If an employee feels that they are being harassed or bullied, the employee should first speak to the harasser to tell them that the behaviour is unwelcome and should stop immediately.

In situations where the person being harassed feels in danger, the employee should seek support from their supervisor or a person at such level that the employee feels they will be safe. This includes seeking assistance from persons outside the Association.

4. If the harassment and/or bullying behaviour continues, document of incidents, times and any witnesses should be kept. This information should be made available to the person or persons who are assisting in the resolution of the situation.
5. Employees shall report all incidents of workplace violence, including incidents of domestic violence that are likely to expose a worker to physical injury in the workplace.

Employees shall, in the event of workplace violence, ensure their own immediate physical safety and that of the person they are supporting and then report the incident to management and/or police as the situation warrants.

6. Immediately that management is made aware of the allegations (any workplace violence including harassment and bullying) a thorough and fair investigation will be undertaken. If the accused is the Executive Director, the President of the board should be notified. If the accused is a person using services or their family, the Executive Director will take action to come to a resolution.

7. The investigation may be conducted by senior management, Joint Health and Safety Committee representative, an ad hoc committee or by an outside investigator. The conditions of an investigation are:

- that the process is impartial
- the respondent is entitled to know the allegations and the accuser
- privacy of the employees will be maintained
- the complainant must be prepared to be identified to the respondent and those involved in the investigation
- it is recognized that some complainants may wish to have advocate with them
- if the allegations are found to be correct, disciplinary action will be taken

8. People who conduct the investigation will maintain strict confidentiality on any information or evidence that is revealed as part of the investigation. The results and findings of the investigation will be made known to the alleged person who experiences harassment and the alleged harasser.

9. If the situation remains unresolved, the employee may wish to contact the Human Rights Commission or seek legal advice.

10. Any person in a position that knows of or should have known of the harassment, bullying or violence in the workplace and who has the authority to discipline or prevent the harassment, bullying or violence and failed to do so may be found in violation of this policy and subject to disciplinary action.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 28

Policy: Consultation Services

Approved by the Board of Directors: July 6, 2006

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The Association is happy to share the skills, knowledge and expertise that its staff have gained through their employment with the Association, with other people, organizations or groups. The Association encourages and supports such requests.

## Procedure

1. Each request coming to the Association will be considered on its own merit taking into account:
  - the intention or expected benefits
  - associated costs, liabilities, responsibilities or risks
  - availability of expertise
2. When an employee is directly approached for a consultation, she will be required to submit a proposal outlining the above to the Executive Director for approval.
3. Once the proposal is approved, the employee may elect to conduct the consultation as either Association Sponsored or Individual Consultation.

### Association Sponsored

The Association will set the fee to be charged and make the arrangements for the consultation.

### Individual Consultation

The employee is responsible for establishing the fee and details of the consultation under the following criteria:

- the Association may charge the employee an administration fee if any cost for the consultation are incurred by the Association
  - the consultation fee is determined at the time of the approval
  - the employee may elect to use earned overtime hours as time off to perform the consultation
4. The Association may require that the receiver of the consultation sign a waiver of responsibility.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 29

Policy: Conflict of Interest

Approved by the Board of Directors: August 3, 2016

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The Association wishes to conduct its business in a fair and open way that is not seen to be unduly prejudiced by employees who may derive a personal benefit from the decision being made.

## Procedure

### 1. Definition of Conflict of Interest

A conflict of interest occurs when:

- an employee has a private or personal interest sufficient to appear to influence a decision made in their official capacity
- an employee has a direct or indirect financial interest in a contract or a proposed contract with the Association
- a spouse, child, blood relative or family member of the employee has control of the contracting firm or has influence over the firm
- an employee has control or influence over the contracting firm

### 2. Declaration of the Conflict of Interest

The employee upon realizing that a conflict of interest exists must:

- inform the Executive Director as soon as possible
- if attending a meeting - staff, board, committee or any Association meeting - when the conflict becomes apparent, the employee must disclose the conflict at the beginning of the meeting
- once conflict is disclosed, the employee will not take part in any discussion or consideration of the situation

3. If the employee is absent from the meeting or becomes aware of the conflict of interest following the meeting, she will inform the Executive Director and/or comply with the declaration of the conflict at the next meeting attended.

4. If the employee fails to declare their conflict of interest, appropriate remedial and/or disciplinary action will occur.

# Community Living St. Marys and Area

Section: Human Resources

Policy # HR 30

Policy: Personal Business on Work Time

Approved by the Board of Directors: July 6, 2006

Revised August 2013

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Doing personal business on paid work time is not permitted. There is a cost to the person using services and/or the Association when time is spent on personal business rather than work related activities.

## **Procedure**

1. Doing personal business on paid work time is a job performance issue and will be dealt with accordingly.

Personal business may include:

- use of the internet
- personal phone calls
- personal errands
- personal shopping
- personal texting and talking on cell phone

2. If an employee continues to conduct personal business on work time, disciplinary action will follow (Refer to HR 16).

# Community Living St. Marys and Area

Section: Human Resources

Policy #HR 31

Policy: Information Technology (Email, Social Media)

Approved by the Board of Directors: October 27, 2014

Revised February 2016

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The Association requires that all staff and volunteers take the proper steps to ensure all technological devices, electronic communications and accessed information are used in a professional, ethical and lawful manner.

## Procedure

### Email

The following email procedure is in specific reference to any emails containing the domain clstmarys.ca.

1. Email is a business communications tool and should be treated with the same professionalism as any other Association correspondence. Confidential information must not be shared outside the Association without authorization.
2. All employees/volunteers are required to solely use their Association email for all work-related outgoing and incoming correspondence. Employees/volunteers are not to conduct personal business using the Association email. Personal email accounts, i.e., Hotmail, Gmail etc are not to be used for any work related correspondence. Email accounts are not to use the 'forward option' offered by the Association's email provider. Nor should any individual work-related emails be forwarded to a personal email account.
3. Emails may not contain content that may reasonably be considered offensive or disruptive. Unacceptable and prohibited use of the email system includes, but is not limited to the creation or sending of:
  - sexual comments or images, racial slurs, gender-specific comments
  - any comments that would offend someone on the basis of his or her age, sexual orientation, religious or political beliefs, national origin, or disability
  - discriminatory, threatening or harassing comments
  - solicitation for non-Association related business
  - messages that adversely affect the operation of the computer network
  - messages that reduce a person's ability to perform Association work
4. Any emails that discriminate will be dealt with according to the Workplace Violence and Harassment Policy (refer to HR 27).

5. All email accounts and related messages maintained on our email system are property of the Association. Information contained within the email system is considered part of the Association's record. The Association reserves the right to audit, intercept, access and disclose all messages created, received or sent over the email system for any purpose. Users expressly waive any right of privacy in anything they create, store, send or receive on the Association's computer system or email system. The Association can, but is not obliged to, monitor emails without prior notification. If there is evidence that you are not adhering to the guidelines set out in this policy, the Association reserves the right to take disciplinary action.
6. Employees/volunteers learning of any misuse of the email system or violations of this policy shall notify their supervisor/coordinator immediately. Employees/volunteers who receive emails of an offensive or disruptive nature are expected to unsubscribe or advise the sender to stop sending any subsequent emails.
7. Maintenance of email accounts will include deleting any email messages that you do not need to have a copy of, and set your email client to automatically empty your deleted items.
8. Upon termination/resignation, the Association email address will be deleted.
9. Employees/volunteers are required to add the following disclaimer to all outgoing mail:

'This email and any files transmitted with it are confidential (may contain information protected under the Freedom of Information and Protection of Privacy Act) and intended solely for the use of the individual or entity to whom they are addressed. If the reader of this email is not the intended recipient, you are hereby notified that any disclosure or distribution of copying of this email is strictly prohibited. Please note that any views or opinions presented in this email are solely those of the author and do not necessarily represent those of the Association. Finally, the recipient should check this email and any attachments for the presence of viruses. The Association accepts no liability for any damage caused by any virus transmitted by this email.'

## **Legal Risks**

It is important that you are aware of the legal risks of email. If you send or forward emails with any libelous, defamatory, offensive, racist or obscene remarks, you and the Association can be held liable:

- if you unlawfully forward confidential information, you and the Association can be held liable
- if you unlawfully forward or copy messages without permission, you and the Association can be held liable for copyright infringement
- if you knowingly send an attachment that contains a virus, you and the Association can be held liable



## **Passwords**

1. Passwords are confidential. Users are responsible to safeguard, not share or disclose their password. The Association will hold the user responsible for all activity that occurs under their user name and password.
2. Users shall immediately report any known or suspected compromise of their passwords to Central Administration.
3. The use of another user's account password is strictly prohibited.
4. Regular password renewals are encouraged.

## **Texting**

1. Communication between employees via text messaging on an Association or personally owned device should be limited to non-identifying matters that maintain the privacy of people supported and employees.

## **Internet Access**

1. Internet access is intended to support Association operations.
2. Downloading of software or executable files from the internet is not permitted without prior approval.
3. The Association reserves the right to monitor the use of the internet and record the websites accessed by employees.

## **Remote Access**

1. Employees/volunteers must ensure security measures are taken when working remotely (using computer equipment at a non-agency location) to guard against:
  - the physical loss or theft of Association information or I.T. equipment/mobile devices
  - inappropriate access by non-employees (e.g. family members)
  - loading and/or transferring data onto home or personal devices
  - communicating information through unprotected channels, wireless security measures must be taken
  - printing information with inappropriate disposal options

## **Social Media**

Social Media includes forms of electronic communication through which users create online communities to share information, ideas, personal messages and other content. These include but are not limited to: Facebook, Twitter, You Tube and My space.

1. Employees are expected to conduct themselves professionally both on and off duty.

2. Employees are prohibited from using personal social media during regular working hours. (Refer to Policy HR 30 Personal Business on Work Time)
3. Posts involving the following will not be tolerated and should be reported to management:
  - exclusive and confidential Association information
  - discriminatory statements or sexual innuendos regarding co-workers, management, people we support
  - defamatory statements regarding the Association, its employees/ volunteers, or people we support
4. Employees/volunteers are prohibited from using the Association's protected materials (copyright material, branding and/or logo(s)) without prior consent.
5. Community Living St. Marys and Area employees/volunteers are prohibited from speaking on behalf of the Association, releasing/circulating private, confidential or sensitive information, posting photographs of coworkers or people we support, releasing news, or communicating as a representative of the Association without prior authorization to act as a designated Community Living St. Marys and Area representative. Refer to Policy HR1.
6. The Association may request an individual to withdraw certain posts or comments.
7. Use of personal social media may not conflict with any of Community Living St. Marys and Area's existing policies. This includes (but is not limited to) the Code of Ethics Policy (HR 1) and the Standards of Conduct Policy (HR 2).
8. Community Living St. Marys and Area wants to ensure employees/volunteers understand that the internet is permanent and not anonymous. Everything written or posted on the internet can be traced back to the person who wrote it. Thus, Community Living St. Marys and Area strictly prohibits employees/volunteers to post or link to any materials that are defamatory, harassing or indecent while using any Association email, website or social media.

### **Bring Your Own Device (BYOD)**

1. Community Living St. Marys and Area does not have an I.T. department but will provide support through its off-site consultant to employees who use their personal devices for work purposes to ensure security for Community Living St. Marys and Area data.

## Community Living St. Marys and Area

Section: Human Resources

Policy # HR 32

Policy: Driver Abstract

Approved by the Board of Directors: November 24, 2014

Revised August 2015

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When the Association provides transportation in employee or Association-owned vehicles, safety is a major consideration. As a result, the Association requires that all successful candidates for employment must provide a Driver Abstract.

### Procedure

1. The successful candidate is required to provide the Association with a current Driver Abstract. All costs are the responsibility of the candidate. The Association will require employees to have this updated every 5 years.
2. When there is a driving record that would cause concern about the suitability of the candidate, any offer of a position either expressed or implied is withdrawn. Time is then taken to better understand the record and its implications on the position.
3. It is the employee's responsibility to report a change on their own circumstance that would be reflective on a Driver Abstract. Any change must be reported to immediate supervisor within 48 hours. Employees will be required to sign off annually on a *Police Vulnerable Sector Check and Driver Abstract* form, verifying that there has been no change since their last submitted Driver Abstract.
4. It is at the discretion of the Association to request a Driver Abstract at any time.

## Community Living St. Marys and Area

Section: Human Resources

Policy # HR 33

Policy: Alternative Dispute Resolution

Approved by the Board of Directors: August 3, 2016

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The Association is committed to creating a culture where conflict can be addressed in informal but binding ways through open and respectful dialogue for all people who use our service and their personal networks, employees and volunteers.

To begin with, anyone with a dispute is encouraged to resolve the matter as directly as possible with the parties involved and where appropriate, in accordance with S 10 Service Compliments and Complaints.

The Association may provide access to confidential independent qualified mediation services for the purpose of dispute resolution at the discretion of the Executive Director or Board President.

### **Procedure**

1. Any supported person, family member, employee, volunteer or other person associated with the agency may request assistance with mediation of a conflict. The request must be made to the Executive Director either in writing or through conversation. Refer to S 10 Service Compliments and Complaints and the Complaint Brochure.
2. Anonymous complaints will not be addressed. The named parties will be invited to participate in the mediation process and will be given the opportunity to agree upon a mutually acceptable mediator.
3. The mediator's report shall be binding on all parties. In situations where the mediator is unable to formulate a plan for moving forward then the matter will be referred back to the Executive Director for further consideration and action.

## Services

Community Living St. Marys and Area provides three forms of service - Planning and Facilitation Services, Support Services and Administration Services. All are within the confines of the vision, mission and principles of the organization.

People using services of the Association and those interested in using services are matched with a planning facilitator who will help them develop a personal plan. The person usually invites family and friends to participate in making a good life plan. Information from the plan is used in the design of support services.

The support is provided directly by the Association with teams of employees working with one or more people. Support is directed co-jointly by the person using services and by the Association. This direction is outlined in the personal support agreement.

Support is also provided to assist people in maintaining and monitoring purchase of service contracts they have with Community Living St. Marys and Area.

Most often people wish to purchase administrative services from the Association. These may include payroll, paying bills, auditing government monies, budgeting, supervising and monitoring situations.

Community Living St. Marys and Area firmly believes that the person receiving or purchasing the support is in charge. Planning and support services are then voluntary actions. The person receiving the assistance does so freely and is able to change the service request or withdraw. The Association has a responsibility, through its principles, to try, within its resources, to meet the person's requests.

- S 1 Rights and Diversity of People Using Services
- S 2 Types of Services
- S 3 Assisting People with Medical, Health and Well-Being
- S 4 Person Directed Planning
- S 5 Delivery of Support Services
- S 6 Requesting Services
- S 7 Distribution of Existing Resources
- S 8 Monitoring of Services
- S 9 Discontinuing Services
- S 10 Service Compliments and Complaints
- S 11 Preventing, Identifying and Reporting Abuse/Suspected Abuse
- S 12 Reporting Incidents/Accidents/Injury
- S 13 Serious Occurrences
- S 14 Assisting with Personal Finances
- S 15 Use of Self-Employed Workers
- S 16 Sharing a Home for Reimbursement
- S 17 Buildings and Vehicles
- S 18 Use and Booking of Association Vehicles
- S 19 Use of Personal Vehicles
- S 20 Providing Support with Controlled Acts

# Community Living St. Marys and Area

Section: Services

Policy # S 1

Policy: Rights and Diversity of People Using Services

Approved by the Board of Directors: August 3, 2016

Ministry requirement

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The Association and all employees and volunteers will honour and respect the diversity and rights people have when using services of the Association.

## Procedure

1. The Statement of the Rights of Supported People will be respected. See attached.
  2. The guide created by People First of St. Marys/Stratford will be used in orientation and ongoing training of all employees.
  3. The requirements as outlined by the MCSS Quality Assurance Measures, the Ontario Accessibility Act and other relevant legislation will adhere to where a person's support plan has requested or agreed to a right restriction.
  4. The Association will review with each person when they begin to use Association services:
    - vision, mission statement, principles
    - statement of the rights of supported people
    - abuse prevention, identification and reporting
    - privacy and confidentiality
- This will also be reviewed with each person every year.
5. Respect around the provision of personal care shall be addresses individually with each person supported in their support plan. In general, no personal care should be provided by a staff person until orientation is complete.
  6. The restriction of any right should always be as a last resort and time limited. In certain circumstances such as the health and safety of the person supported or others, a specific right might be restricted at the request and or with consent of the person and their support network. In all cases this would be documented in an attachment to the support plan and will include:
    - naming the restriction and the rational for it
    - setting a clear time frame for the restriction
    - a plan for monitoring and reviewing the restriction and who will be part of this
    - Should include and be based on a risk assessment

# Community Living St. Marys and Area

Section: Services

Policy # S 2

Policy: Types of Services

Approved by the Board of Directors: May 28, 2012  
Revised August 2013

Ministry requirement

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The Association provides planning services, support services and administration services to people who have a developmental disability.

## Definitions

### 1. Planning and Facilitation Services

- help the person and his/her family and friends develop a plan which reflects the person's desired life style
- help the person explore any and all resources, including service providers that will help them achieve their plan
- help the person identify and develop the strategies to achieve the plan
- help the person to take advantage of the opportunities which may lead to the achievement of their plan
- are available to people living in St. Marys and Area who wish to participate regardless of whether or not they receive support services
- may be available to people from outside of our area at special request

### 2. Support Services

- provide individual support services as outlined in the person's plan
- range from "as needed" to 24-hours per day
- are provided where the person wants them
- assist in the development of relationships
- help the person develop and manage their individualized budget
- human resources management

### 3. Administrative Services

- payroll
- paying bills
- auditing
- budget reports
- meeting relevant government requirements
- human resources management
- agency management

# Community Living St. Marys and Area

Section: Services

Policy # S 3

Policy: Assisting People with Medical, Health and Well-Being

Approved by the Board of Directors: May 28, 2012  
Revised September 2013

Ministry requirement

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People using services of the Association may request support with their medical health and well-being.

## Procedure

1. Any medical services the Association supports the person to access, such as medical and dental appointments, will be documented, including dates, details etc.
2. The Association will support the person to understand and monitor their health concerns when they have requested such support. When relevant, this may include providing information to the person in a way they understand, or supporting them to access community supports, about:
  - a. Prescription medication
  - b. Food and nutrition consistent with Canada's Food Guide
  - c. Personal hygiene
  - d. Fitness
  - e. Sexual health
  - f. Lifestyle choices that may be harmful
  - g. Self-esteem
  - h. Communication
  - i. Relationships
  - j. Pet care, including immunizations
3. A person using services may refuse medical services. The Association will support the person to understand possible consequences of their decision to refuse medical services.
4. Refusal to accept medical services will be documented.



## Community Living St. Marys and Area

Section: Services

Policy # S 4

Policy: Person Directed Planning

Approved by the Board of Directors: May 28, 2012  
Revised August 2013

Ministry requirement

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The Association believes that person directed planning provides the foundation for future action. Therefore, each person involved with the Association will be supported to develop a personal plan, Life Plan and/or Support Plan.

### Procedure

1. A person directed plan may be developed through either a formal or informal process with the person, and their family and friends (where the person chooses to have these people involved). The planning process will adhere to the agency's principles.
2. Any workers paid through the Association who are involved in the planning process will act only in a facilitative and supportive role to the person and/or their family and friends who will make all the planning decisions. The staff role includes providing information so the person can make informed decisions about the benefits and risks of their decisions.
3. Where it is apparent that the person does not agree with their family and friends regarding the personal needs, goals and aspirations identified, the Association may have a role in mediating. The wishes of the person are primary.
4. Various planning tools may be used to support people in the development of their person directed plan, which may include goals, preferences and needs. People may be supported to develop a Life Plan and/or Support Plan.
5. In the development of the Life Plan and/or Support Plan, where appropriate, relevant risk assessments will be used to ensure the personal safety and security of person using services.
6. The person will be supported to review their plan annually and update as needed. A record of the date of the original plan and all reviews will be kept.
7. All employees are expected to have a good understanding of the underlying values of planning.
8. The planning process is captured in the attached *Guide to the Planning & Facilitation Process*, which is considered to be part of this policy.

## Community Living St. Marys and Area

Section: Services

Policy # S 5

Policy: Delivery of Support Services

Approved by the Board of Directors: May 28, 2012  
Revised August 2013

Ministry requirement

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Support Services provided will be based on what is identified in the person directed plan.

### Procedure

1. Support Services will review the plan and determine how and to what extent the plan can be implemented by the Association. All support services will adhere to the agency's principles.
2. A Personal Support Agreement will be developed with each person using services. The agreement will outline expectations of the person using the services and the Association. The agreement will also include a list of contact people designated by the person using services for the purpose of supportive decision making.
3. The delivery of support services is outlined in the attached guide, *Community Involvement and Support Services Guide*, which is considered to be part of this policy.
4. Where support services are contracted out to a third party, the Association will ensure the contract includes quality assurance measures. The Association will actively monitor with each person using services the delivery of contracted services.

# Community Living St. Marys and Area

Section: Services

Policy # S 6

Policy: Requesting Services

Approved by the Board of Directors: July 6, 2006  
Revised August 2013

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Community Living St. Marys and Area is committed to all people with a developmental disability from within the agency catchment area.

## **Procedure**

1. Initial contact with the Association may happen in many ways... the person, family, community members, services, Developmental Services Ontario etc.
2. Access to all provincially funded Developmental Services is by application to Developmental Services Ontario. The Association may assist the person with this process.
3. A planner may be assigned to assist the person to explore and develop their personal plan. In rare situations, Support Services will assist to address an immediate need.
4. If through the development of a personal plan, the person wishes to make a request for Support Services from the agency, a formal written request to the Executive Director will be made. The Association must adhere to the regulations as set out by the Social Inclusion of Persons with Developmental Disabilities Act.

## Community Living St. Marys and Area

Section: Services

Policy # S 7

Policy: Distribution of Existing Resources

Approved by the Board of Directors: July 6, 2006

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Existing resources of the Association include human resources, donations and fundraised monies, and government grants and subsidies. Decisions about the distribution of existing resources will be made based on the best information at the time and the availability of resources.

### **Procedure**

1. Requests for new, changed or additional services can be made at any time. Within a month, the request will be considered by a committee set by the Executive Director. The person making the request will be advised of the status of their request soon after.
2. On an annual basis, all individual budget requests will be reviewed for approval by the committee.
3. The Association operates on the understanding of fiscal sharing between individual budgets as needed.
4. From time to time, the Association may designate a limited fund for particular purposes. Processes to access this fund will be available.

# Community Living St. Marys and Area

Section: Services

Policy # S 8

Policy: Monitoring of Services

Approved by the Board of Directors: July 6, 2006

Revised August 2013

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People using planning and facilitation, administrative and support services of the Association will be supported to monitor these services. As well, the Association has an obligation to regularly evaluate the services provided.

## **Procedure**

1. Every person using services will have a plan to monitor their services. Their plan will include but not be limited to the following:

- clear and easy to understand budget statements
- how the person will be involved in hiring choices
- input into employee performance appraisals
- how and when the service agreement is reviewed
- help in understanding the process for making compliments and raising concerns

2. The Board of Directors will initiate a process to evaluate all services of the Association on a regular basis, at least every five years. This process will involve an independent third party.

3. The Association will ensure that the monitoring mechanisms that it has in place are implemented and any recommendations are dealt with.

## Community Living St. Marys and Area

Section: Services

Policy # S 9

Policy: Discontinuing Services

Approved by the Board of Directors: Jan 22, 2018

Revised January 2018

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If a person chooses to no longer use our service, the Association will document information about their decision through planning documents and or a voluntary exit interview. The Association may offer assistance as needed if the person is transitioning to another situation. If a person supported dies, the Association will assist with final arrangements as needed.

## Community Living St. Marys and Area

Section: Services

Policy # S 10

Policy: Service Compliments and Complaints

Approved by the Board of Directors: May 2015

Ministry requirement

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People using services, their families, volunteers, and the general public have a mechanism to express their views of the services provided by the Association.

Positive comments about services are always welcomed by any employee or board member. Complaints about Association services are also welcomed without fear of reprisal. Positive comments and complaints will contribute to the agency's continued growth and development.

People who use services, their families, volunteers and the general public will be told the process for making a complaint.

### **Procedure**

1. When a concern about Association services or employees has been received by any employee or board member, it is the obligation of that person to forward the information to the supervisor of the service. In the case of a concern about the Executive Director, the complaint must be forwarded to the board President.
2. If the concern is received verbally, the person receiving it will document it immediately and forward it to the supervisor.
3. Depending on the nature of the complaint, it may be deemed a serious occurrence and therefore, reported to the Ministry of Community and Social Services (refer to S13).
4. The supervisor receiving the complaint will investigate the matter. If the supervisor cannot be free of conflict of interest, they will forward the complaint to the Executive Director. Depending on the nature of the complaint, it may be necessary to be reported to police (refer to S11).
5. The supervisor receiving the complaint will ensure that the process is free of any coercion or intimidation or bias, before, during or after the investigation.
6. The role and responsibility of people using services will be considered when a complaint is received.
7. The person who made the complaint will be told what the process for investigating the complaint is and how long it is expected to take within 5 working days.

8. If the complainant feels there is not a satisfactory response to the complaint, the person making the complaint should forward the information to the next supervisory level. The final level is the board President. See the attached organizational chart.

9. Every year the Association will review complaints and compliments received to evaluate the effectiveness of policies and procedures.



## Community Living St. Marys and Area

Section: Services

Policy # S 11

Policy: Preventing, Identifying and Reporting  
Abuse/Suspected Abuse

Approved by the Board of Directors: May 28, 2012  
Revised August 2013

Ministry requirement

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The people using the services trust that the Association will not wilfully harm them physically, mentally, emotionally, or financially. The Association has a zero tolerance to all forms of abuse.

The people using services, staff, volunteers and board members will receive training/education on the prevention, identifying and reporting of abuse/suspected abuse.

This policy will be reviewed annually and updated as needed. All changes made during reviews will be implemented immediately and staff and volunteers will be trained in any changes.

**It is the duty of all employees and volunteers to comply with the law in every aspect and at all times.**

Abuse is any intentional act of an employee, volunteer or other person which is harmful to a person using the services of the Association. This includes failure to care for or refusal to provide service, treatment or remedy.

1. **Physical Abuse** is any physical act against a person using the services with the intent to hurt that person.
2. **Sexual Abuse** is any sexual act or exploitation of a person using the services of the Association.
3. **Psychological Abuse** includes threats, destruction of personal property and withholding social interaction or contact as a form of punishment.
4. **Emotional Abuse** is a persistent pattern of belittling, degrading, criticizing, undermining and attacking self-esteem.
5. **Financial Abuse** includes stealing, charging for services already paid for in the person's individual budget and having control over the personal monies of a person using the services.

6. **Verbal Abuse** includes screaming at the person, using derogatory language, ridiculing the person in front of others or using language which devalues the person.

7. **Neglect** includes failure to provide basic levels of hygiene, deliberately withhold food, water or medication from people or isolate the person from family and friends.

## **Procedure**

1. Intervene to ensure the victim's health, safety and well-being whenever possible. Immediate first aid and physician care is to be accessed for the victim. Notify and/or alert others in the vicinity of the situation if possible.

2. Employees and volunteers must report any abuse or suspected abuse to their supervisor or director or Executive Director who will then complete initial fact finding and notify the Police as required.

Association employees and volunteers at any time have the right to contact police directly should they feel they require immediate assistance or protection or that the situation is of a criminal nature that requires immediate attention. If an employee is uncomfortable in contacting directly they will contact their supervisor for assistance.

3. All alleged, suspected or witnessed incidents of abuse will be documented immediately.

4. The employee suspected of abuse will be suspended with pay until any investigations are completed. The volunteer suspected of abuse will be suspended until any investigations are completed.

5. The person who was abused must give consent, if possible, before notifying others.

6. Abuse allegations of a criminal nature will be investigated by the police. The Association will comply with the formal investigation and will not begin an internal investigation until the police investigation is completed.

7. If an internal investigation is required, it will be carried out by the director and/or the Executive Director and/or by an external person as quickly as possible.

8. The results of the investigation will be shared with the person accused, their supervisor and the victim or their family or friends.

9. If abuse is proven, the employee or volunteer will be immediately discharged.

10. The Association will ensure that the victim receive support and any assistance they need.

11. If the Executive Director is suspected of abuse, the President will be notified. The board or designate will complete initial fact finding and notify the Police as required.

## Community Living St. Marys and Area

Section: Services

Policy # S 12

Policy: Reporting Incidents/Accidents/Injury

Approved by the Board of Directors: July 6, 2006

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When a person using the support services of the Association is involved in an incident, accident, is injured or dies, the Association will ensure that the appropriate people are notified and that the proper documentation is completed.

### **Procedure**

Once an immediate response to the incident/accident/injury has been made, it will be reported immediately to the people designated by the person using the service and/or the on-call person. The Association will ensure it will be documented on the appropriate form and kept on file.

# Community Living St. Marys and Area

Section: Services

Policy # S 13

Policy: Serious Occurrences

Approved by the Board of Directors: July 6, 2006  
Revised September 2013

Ministry requirement

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The Ministry of Community and Social Services has a policy and procedure for the reporting of all “Serious Occurrences” that happen to a person using the services of the Association. The Association follows the most recent procedure from the Ministry.

## Procedure

1. When a “Serious Occurrence” happens, as defined by the Ministry of Community and Social Services, the staff person will follow the procedures from the Ministry of Community and Social Services which are attached to this policy.

Serious Occurrence categories include:

- death of a client
- serious injury to a client
- alleged, witnessed or suspected abuse
- client is missing
- disaster on premises
- complaint about the operational, physical or safety standards
- complaint made by or about a client or any other serious/enhanced serious occurrence
- restraint of a client

Refer to HS 5 Accidents, Injuries and Emergencies

2. The Association will ensure that each staff member and volunteer is aware of the Ministry of Community and Social Services “Serious Occurrence Procedure.” Executive Director or designate is responsible for reporting Serious Occurrences to the Ministry of Community and Social Services.

## Community Living St. Marys and Area

Section: Services

Policy # S 14

Policy: Assisting with Personal Finances

Approved by the Board of Directors: May 28, 2012  
Revised January 2018

Ministry requirement

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The Association nor their employees will assume legal or financial authority for people using services.

People using services may request assistance with the management of their day to day finances.

### **Procedure**

1. No employee of the Association will take on legal or financial authority. (i.e. power of attorney, trustee, executor, co-signing at a bank). Exceptions to this will be brought to the Board of Directors for decision-making.
2. If an employee is asked to assume any of these roles, every effort will be made to support the person to find someone else who is able and willing to take on these roles.
3. If a person using Association services requests help with managing their personal finances, the Association will support the person to keep financial records. Employees will receive information on the risks and responsibilities of providing financial management for people supported.
4. The person using Association services will sign consent to have help to manage their personal finances and will be asked to sign an agreement that a third party will review their financial records to safeguard both the person using services and staff of the Association.
5. If the Association is assisting someone with their personal finances, their support plan will contain their specific information on how they choose to document financial transaction, how accounting is set up and monitored and how the person will access funds. It will also have information on the person's assets and how to protect them. Area.
6. The Association will share information with people and their families about wills, trusts, power of attorney, etc.

## Community Living St. Marys and Area

Section: Services

Policy # S 15

Policy: Use of Self-Employed Workers

Approved by the Board of Directors: July 6, 2006

Revised August 2013

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The Association may approve and support people to use self-employed workers to provide ongoing direct service.

### **Procedure**

1. The Association will consider the use of self-employed workers if the following criteria are in place:
  - an employee is not currently providing the same service to that person
  - current agreements between the person using the service and self-employed worker
  - self-employed workers meet minimum requirements as established by the Association including valid first aid, police vulnerable sector check
2. The Association will have a role in supporting people to monitor their individual budget and the quality of services delivered by the self-employed workers.
3. The Association will share information with people using self-employed workers about their obligations when engaging self-employed workers.

## Community Living St. Marys and Area

Section: Services

Policy # S 16

Policy: Sharing a Home for Reimbursement

Approved by the Board of Directors: July 6, 2006

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When requested, the Association will support people using the service to find someone to share a home with. It is the role of the Association to build in safeguards in these arrangements.

### **Procedure**

1. This applies to situations where people are reimbursed for expenses related to the shared living arrangement.
2. The attached guide, *Guidelines for Alternative Community Supports* outlines what the Association will do to create and monitor these arrangements.

# Community Living St. Marys and Area

Section: Services

Policy # S 17

Policy: Buildings and Vehicles

Approved by the Board of Directors: July 6, 2006

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The Association has the responsibility to ensure that its physical assets, buildings and vehicles, meet all the community and legal standards. The Association requires that all vehicles that it provides are operated in a manner which promotes the safety and well-being of all.

## Procedure

### Vehicles

1. The Association will carry out regular service and maintenance of its vehicles.
2. For insurance purposes, only authorized people are permitted to operate Association owned vehicles.
3. All drivers must adhere to all rules and regulations under the Highway Traffic Act.
4. All drivers are responsible for reporting any operating problems immediately to the Executive Director and/or maintenance personnel. Where appropriate, the driver may initiate repairs as needed under the circumstances.
5. All drivers are responsible for ensuring that the vehicle is free of garbage and clean.
6. Non-compliance with health and safety practices and standards is subject to discipline and performance review.

### Buildings

1. The Association will have the major components of the buildings checked at least annually to ensure proper functioning. These inspections will include:
  - routine internal inspection using a check list
  - annual inspection by the Fire Department
  - heating equipment will be inspected annually and serviced as needed
  - fire alarms and smoke detectors will be routinely inspected and tested
  - the sewage systems will be inspected and cleaned as needed
  - chimney(s) will be annually inspected and cleaned as needed
2. The Association will honour its responsibilities as Landlord under the relevant legislation.



## Community Living St. Marys and Area

Section: Services

Policy # S 18

Policy: Use and Booking of Association Vehicles

Approved by the Board of Directors: July 6, 2006

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The Association has vehicles to provide a cheaper transportation alternative for people receiving support services and those employees or volunteers on Association business. There is an established booking system to ensure vehicles are made available in an orderly and fair manner.

### Procedure

1. When requesting to use an Association vehicle, the following factors will be considered by the team leader or director prior to approval:
  - need for transportation based on person's plan
  - the needs of those people who require the van due to limited mobility
  - the length of the trip proposed
2. The booking system will be posted at the James Purdue Centre and will include procedures for standard order booking, pre-bookings, and un-scheduled bookings. Conflicts or scheduling problems will be resolved with the appropriate team leader or director.
3. The Association vehicle may not always be available. It is the responsibility of the employees to assist people receiving support services to develop alternative means of transportation so that their activities are not compromised.
4. The Association vehicles are not to be used for personal staff errands.
5. Each vehicle and its key has been assigned to a specific location. After use, the vehicle and its key, is to be returned to its proper location free of any personal effects or garbage.
6. Smoking is not permitted at any time.

## Community Living St. Marys and Area

Section: Services

Policy # S 19

Policy: Use of Personal Vehicles

Approved by the Board of Directors: July 6, 2006

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When alternative means of transportation are not available, it may be necessary for an employee or volunteer to use their own vehicle.

### **Procedure**

1. When an employee or volunteer is authorized to use their own personal vehicle for Association business, the employee or volunteer will be reimbursed for their travel expenses.
2. The rate of reimbursement will be decided upon by the Board of Directors.
3. The employee or volunteer will make sure that their vehicle meets the minimum standards for insurance and mechanical fitness.
4. Employees using their own vehicles to transport for compensation need to tell their insurance company that they are doing so.
5. If the employees' insurance company requires additional insurance the Association will compensate the employee up to \$50 per year for the extra cost incurred on presentation of the insurance endorsement.
6. If a person using services damages an employee's vehicle, the Association will support the employee to obtain compensation from the person/family first, then from the Association.

# Community Living St. Marys and Area

Section: Services

Policy # S 20

Policy: Providing Support with Controlled Acts

Approved by the Board of Directors: August 3, 2016  
Revised: August 17, 2017

Ministry requirement

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The Association will promote the safety and well-being of people using service and employees around the administration of a controlled act.

## Procedure

1. Definitions and guidelines for controlled acts are set out in the Regulated Health Professional Act, 1991 (RHPA). Controlled acts are tasks and procedures that are considered to be potentially harmful if performed by an unqualified person.
2. Under the act, unregulated care providers can perform certain controlled acts when providing first aid or temporary assistance in an emergency and when assisting a person with his/her routine activities of living.
3. The procedures that can be delegated as part of daily living are:
  - performing procedure below the dermis or mucous membrane
  - administering a substance by injection or inhalation
  - putting an instrument, hand or finger into a body orifice or artificial opening into the body
4. The Association will provide training from an outside regulated health care provider for employees who require it. The health care provider who teaches the controlled act must determine if/when the employee is competent to perform the particular procedure before delegation. Employees will sign off on the appropriate form. A detailed procedure specific to the person will be attached to their support plan as a reference.
5. The Association will work with the outside regulated health care provider to ensure there is an ongoing process for monitoring competence. This monitoring includes a review of the timelines for training.
6. More detailed information on controlled acts can be found in the attached Support Services Guidelines.



## **Health and Safety**

The Association believes that the living and working environments of the people involved with the Association need to be healthy and safe. This includes both the people receiving support and the people providing the support.

In some instances, the Association is the landlord and is impelled by law to ensure that their buildings meet the municipal standards. In some instances, the Association provides support to people living in their own home or working in the community. In these circumstances, the Association, through its workers, is to assist the person in making sure that the community standards are met.

- HS 1 Health and Safety Committee
- HS 2 Providing Personal Care and Medication
- HS 3 Transferring, Lifting and Equipment
- HS 4 Incidents and Physical Intervention
- HS 5 Accidents, Injuries and Emergencies
- HS 6 Fire Safety
- HS 7 Dangerous Weapons and Firearms
- HS 8 Disaster Plan
- HS 9 Severe Weather
- HS 10 Work Refusal Protocol

# Community Living St. Marys and Area

Section: Health and Safety

Policy # HS 1

Policy: Health and Safety Committee

Approved by the Board of Directors: August 3, 2016  
Revised July 2016

Ministry requirement

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The health, safety and well-being of all people who use our service, employees, and volunteers are of primary concern to the Association. Promoting a safe working environment and the optimal health and well-being of all individuals is the responsibility of all people who use our service, employees and volunteers.

## Procedure

1. A Joint Health and Safety Committee composed of representatives from the employee group and management will be empowered to deal with health and safety issues.
2. Members of the JHSC are expected to be certified under guidelines established and enforced by the Ontario Ministry of Labour. The Association will pay for the training.
3. The Committee will have a terms of reference. There will be a current terms of reference attached to the policy. The terms of reference will include mission and mandate, composition of the committee, duties of the committee, duties of committee members and committee procedures.
4. Duties of the Committee will include review of:
  - Quarterly roll-up of incident and accident reports
  - Fire training and drills
  - Inspections of agency owned equipment maintenance
  - Inspections at applicable buildings
  - Oversight of any other regular health and safety activities
5. The Committee will ensure that the Association meets its obligations of relevant health and safety legislation.

# Community Living St. Marys and Area

Section: Health and Safety

Policy # HS 2

Policy: Providing Personal Care and Medication

Approved by the Board of Directors: July 6, 2006  
Revised February 2016

Ministry requirement

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The Association will promote and maintain safety practices while providing personal supports to ensure the health, safety and well-being of people using our service and employees.

## Procedure

1. All employees and volunteers are expected to follow good personal hygiene practices to protect against infection, communicable diseases or any other medical circumstances that might pose a threat.
2. All employees who provide personal supports will have a thorough orientation to the safety procedures needed for that person, including any needed personal support such as bathing and showering.
3. All employees who assist people to take medications will receive training in proper medication administration from third party medical professionals. The attached *Medication Procedures and Safe Food Handling Manual Health & Wellness Training – Including Medication Procedures, Safe Food Handling and Universal Precautions* is considered to be part of this policy.
4. It is important for people who can safely do so, to administer their own medication or to self-administer with assistance. The Association will be part of determining the safeguards that need to be in place, if any, for each person to self-administer their medication and the specific details will be outlined in the person's Support Plan.
5. Where a relevant medical condition exists within a person who receives services, employees may expect that management will:
  - inform all relevant employees so that they may be aware of any potential risk and can take precautions necessary to maintain their health and safety
  - provide any special equipment or medical devices such as gloves, masks and eyewear
  - provide information and accessibility to treatments or programs of immunization
6. There is no medical reason justifying an employee's refusing to work with a person with an infectious disease.

## Community Living St. Marys and Area

Section: Health and Safety

Policy # HS 3

Policy: Transferring, Lifting and Equipment

Approved by the Board of Directors: Sept 28, 2015

Ministry requirement

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The Association will promote the safe use of transferring and lifting techniques and all relevant equipment.

### **Procedure**

1. Training in transferring and lifting is specific to the person using services and will be provided for anyone where manual lifting and transferring is necessary.
2. Employees or volunteers will receive specific training in all relevant equipment used by the person using our services.
3. Having received the appropriate training, the employee or volunteer is expected to use the proper techniques and the proper equipment. The Association will not be held liable for any accidents or injuries to trained employees or volunteers resulting from their failure to use such devices.
4. No one-person lifts unless pre-approved by the Association, except in emergency situations.
5. Non-compliance to these procedures will result in disciplinary action.
6. The Association will complete inspections on all relevant equipment at minimum on an annual basis and according to manufacturer's/Ministry guidelines.
7. Employees or volunteers are expected to report any needed repair to the team leader/director where necessary due to the nature of the equipment and its use, to repair or seek repair immediately.



# Community Living St. Marys and Area

Section: Health and Safety

Policy # HS 4

Policy: Incidents and Physical Intervention

Approved by the Board of Directors: Sept 26, 2016  
Revised September 2016

Ministry requirement

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People who use our services sometimes communicate in physical ways which may hurt people or property. The Association wants to maintain the safety of all people during these incidents.

## Procedure

1. The Association will ensure it has access to a third party committee that reviews the behaviour support plan, called Right Approach plan, of each person. The committee will be convened by the Executive Director, a Clinician or designate on an individual basis as required. The committee will be composed of agency representatives, a clinician, person and family designate.
2. The committee will be responsible for reviewing the Right Approach plan and to make recommendations.
3. The committee will ensure the Right Approach plan has specific goals that are attainable and measurable.
4. The committee will ensure that the Right Approach plan meets its obligations of relevant quality assurance measures legislation.
5. Any need for physical intervention, will be dictated by the person's Right Approach plan and will be approved by an appropriate professional such as a psychologist. The plan will include the least intrusive strategies possible and will include:
  - parameters of intervention
  - training required for interveners, including timelines for refresher courses
  - specific techniques to be used
  - how the strategies may reduce or change the challenging physical communication
  - regular review and evaluation of prescribed intervention
6. The Right Approach plan will be shared and training will be provided to employees and volunteers that support the person.
7. The Right Approach plan will be shared with any agency that is also providing supports to the person to ensure consistent strategies are used.

8. Physical restraint is used only as a last resort when all other intervention methods have failed using the least amount of force that is necessary to restrict the person's ability to move freely. Further there must be evidence that the person is of danger to self, others or property.

9. Only trained and certified employees and volunteers will be permitted to perform any approved physical restraint.

10. In a crisis situation, physical restraint is the only intrusive intervention that can be used and may only be used where less intrusive interventions have not worked. The restraint must use the least amount of force that is necessary to restrict the person's ability to move freely.

11. Following any physical intervention, there will be a debriefing for all staff who were involved, including those who witnessed. This will be held as soon as possible after the incident and will be documented.

12. All physical interventions will be documented fully.

13. All physical intervention plans will be monitored for effectiveness and reviewed at least twice a year.

# Community Living St. Marys and Area

Section: Health and Safety

Policy # HS 5

Policy: Accidents, Injuries and Emergencies

Approved by the Board of Directors: July 6, 2006  
Revised September 2013

Ministry requirement

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It is the intent of the Association to reduce accidents and injuries to the greatest extent possible by the use of every reasonable precaution and by safety practices that promote the optimal health and well-being of people using our services, employees and volunteers.

## Procedure

1. The employee is expected to respond immediately to any emergency, accident or injury which may include the calling of local emergency response systems.
2. Once an immediate response to the accident/injury has been made, it will be reported immediately to the people designated by the person and the supervisor on-call. Employees must ensure that the appropriate communication has been made. That person is required to take charge of the situation, unless a more appropriate person is identified, until the situation is resolved. The on-call person will ensure that all relevant and/or designated people are notified.
3. In the event of a missing person, follow the procedure as outlined in the person's Support Plan.
4. The Association will ensure the accident/injury and/or emergency will be documented on the appropriate form(s) and kept on file.
5. If the accident, injury and/or emergency constitutes a serious occurrence as defined by the Ministry of Community and Social Services, reporting procedures will be followed. Refer to S13.
6. If notification of an employee or volunteer injury is not made by them, then an assumption will be made that the injury did not occur while on Association business.
7. Standard first aid supplies will be made available at designated work places.

## Community Living St. Marys and Area

Section: Health and Safety

Policy # HS 6

Policy: Fire Safety

Approved by the Board of Directors: May 28, 2012

Ministry requirement

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Fire safety is considered to be everyone's duty. All employees, volunteers and people who use our service must be aware of potential fire hazards and do all they can to eliminate or minimize these situations.

Fire Safety Plans are documented and accessible to staff and people who use services.

### **Procedure**

1. Fire equipment, including fire extinguishers and smoke alarms in Association owned buildings must be inspected monthly by appointed personnel.
2. All employees of the Association must be aware of and abide by the comprehensive set of fire procedures developed for the James Purdue Centre, William Hanly Apartments as well as individual fire escape plans.
3. Fire drills will be conducted on a regular basis at William Hanly Apartments. Once a year, the fire drill will include a full evacuation of the building.
4. Training on the use of fire equipment will occur regularly.

## Community Living St. Marys and Area

Section: Health and Safety

Policy # HS 7

Policy: Dangerous Weapons and Firearms

Approved by the Board of Directors: July 6, 2006

Ministry requirement

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The Association will not permit any individual to have in his/her possession any dangerous weapon and/or firearm while conducting any Association related business. Possession includes having the weapon or firearm on person, on Association property, or any vehicle being used for Association business.

### **Procedure**

1. Disciplinary action will be taken.

## Community Living St. Marys and Area

Section: Health and Safety

Policy # HS 8

Policy: Disaster Plan

Approved by the Board of Directors: August 3, 2016

Ministry requirement

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The Association will have a disaster response plan that will outline actions required in the event of a fire, major accident, catastrophe or any other occurrence of a serious nature, including a person using services becoming lost.

The disaster response plan will include a Continuity of Operation plan in the event of service disruption.

### **Procedure**

1. The Association's Disaster Plan will be reviewed at least every five years.
2. Staff will be trained in the disaster plan response.
3. The Association's Continuity of Operation plan includes:
  - use of a secure web-based database of person supported, employee and volunteer records
  - offsite storage of computer backups done on a weekly basis
  - commitment to secure Association's building including any services required to repair and maintain property
  - commitment to review and revise plan annually and more often if required
4. The attached Disaster Plan is considered to be part of this procedure.

## Community Living St. Marys and Area

Section: Health and Safety

Policy #HS 9

Policy: Severe Weather

Approved by the Board of Directors: November 24, 2008

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All employees, volunteers and people who use our services must be aware that severe weather conditions sometimes happen in our geographical area. In such conditions, traveling to and from work can become hazardous for employees who do not reside near the workplace. The Association recognizes the threat to health and safety posed by severe weather conditions and will reasonably consider any requests for adjustment to the work schedule so long as the support services can be maintained. Accordingly, some work shifts may have to be lengthened or shortened during such severe weather conditions to compensate for employee shortages.

### **Procedure**

1. During severe weather conditions, an employee who chooses not to attend work due to genuine fear of personal safety in her travel to the workplace, or who is unable to attend work because of road closures, is required to exercise best efforts to inform her supervisor, person being supported or family member, (whoever is most significant) prior to the beginning of the shift.
2. If an employee requests to leave the workplace early due to expected severe weather conditions, the request will be dealt with by the supervisor on a case to case basis, taking into consideration factors such as the well-being of the person receiving support, and/or availability of other employees in the area.
3. In order to maintain adequate support services, those on-shift employees already at their assigned workplaces may be asked to remain on duty after their regular shift if there is not sufficient relief available for the next shift due to severe weather conditions.
4. An employee who is unable to get to work due to severe weather conditions will not receive pay for the shift, but can apply her accumulated credits towards the time lost – i.e. time owing or vacation days.

# Community Living St. Marys and Area

Section: Health and Safety

Policy #HS 10

Policy: Work Refusal Protocol

Approved by the Board of Directors: August 21, 2017

Ministry requirement

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The Association will adhere to the work refusal process outlined below, in accordance with the provisions of the Ontario Occupational Health and Safety Act.

A worker may refuse to work or do particular work where he or she has reason to believe that:

- Any machine, equipment or tool that the worker is using or is told to use is likely to endanger himself or herself or another worker [section 43(3)(a)].
- The physical condition of the workplace or workstation is likely to endanger the worker [section 43(3)(b)].
- Any machine, equipment or tool that the worker is using, or the physical condition of the workplace, contravenes the Act or regulations and is likely to endanger himself or herself or another worker [section 43(3)(c)].

Certain workers who have a responsibility to protect public safety cannot refuse unsafe work if the danger in question is a normal part of the job or is the refusal would endanger the life, health or safety of another person [section 43(2)]. **In every situation, Association employees are working with vulnerable people and therefore the employee must ensure their own physical safety and that of the person they are supporting until the situation has resolved or additional assistance has arrived.**

## Procedure

1. The worker must immediately tell the supervisor or employer that the work is being refused and explain why [section 43(3)(c)].
2. The supervisor or employer, the concerned employee and an employee member (preferably certified) of the Joint Health and Safety Committee shall investigate the situation promptly.
3. The employee must remain in a safe place where they have been working until the investigation is completed [section 43(5)]. If the situation is resolved, the worker will return to work.
4. If the situation is not resolved, (the worker), the employer or someone acting on behalf of either must notify a Ministry of Labour inspector.
5. If the Ministry of Labour inspector is satisfied that the worker has the legal right to refuse unsafe work, he/she will come to the workplace to investigate the refusal in the presence of management, the employee and the Health and Safety committee representative.



6. While waiting for the Ministry of Labour to arrive the employee concerned may be assigned to alternative work.

7. The inspector will give his decision in writing. Any directives must be followed, but may be appealed. If the inspector finds that the work is not likely to endanger anyone, the refusing worker is expected to return to work [section 43(8) and (9)].

8. During any part of this refusal to work, the employee shall be deemed to be at work and paid accordingly.

9. Other employees may be assigned to do the work of the concerned employee, but first such other employees must be informed of why the first employee is refusing to do that particular job.