

KUU-US Crisis Line Society (KCLS)



Human Resources Policy

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This policy meets the BC Employment Act Standards. If discrepancies are identified, the BC Employment Act prevails.

Table of Contents

	1
Section A	4
Hiring: advertising of positions & selection of staff	4
Section B	5
Probationary period	5
Section C	6
Termination	6
Section D	8
Personnel files	8
Section E	9
Salaries	9
Salary Scale	10
Section F	11
Hours of work	11
Employment classification	11
Section G	12
Lateness and absenteeism	12
Section H	13
Time sheets	13
Section I	14
Vacation pay	14
Section I	15
Statutory holidays	15
Section J	16
Leave - sick	16
Leave - compassionate care	17

Leave – bereavement leave	17
Leave – parental leave.....	17
Leave – other types of leave.....	18
Section K.....	19
Travel	19
Section K.....	20
Performance appraisals.....	20
Section L	21
Conflict resolution	21
Section M	22
Harassment.....	22
Section N.....	25
Disciplinary process.....	25
Processes for performance and misconduct concerns	25
Disciplinary process.....	26
Section O.....	28
Confidentiality	28
Section P	29
Personal and professional standards.....	29
Drugs and alcohol	29
Section Q.....	30
Occupational Health and Safety (OH&S)	30
Section R.....	31
Miscellaneous	31
Voting.....	31
ORGANIZATIONAL CHART	32

Section A

Hiring: advertising of positions & selection of staff

1. All new or vacant positions must be reviewed by the departmental supervisors and then approved for hiring by the Executive Director (ED).
2. The ED may fill a new or existing vacant position by promoting an employee or by asking an employee at the same job level to move to the position, in which case the position need not be advertised.
3. The KCLS shall be responsible for advertising new or vacant positions in a publicly circulated newspaper or employment job board to ensure fair competition. All positions will be posted for 2 weeks minimum. Postings will also be distributed to staff so they may have opportunity to apply.
4. The KCLS will ensure that the best candidate for the job is hired. Where candidates for the job are equally well qualified, preference may be given to Indigenous candidates in the hiring decision.
5. The successful candidate for a new or vacant position will be selected by a hiring committee (compromised at least two of the following: the ED, department supervisor, office manager, or board delegate).
6. When a candidate for a position is selected an offer of employment will be made. The offer of employment will state all conditions attached to the employment (e.g., date of commencement of employment, salary, position title, job description).
7. The new employee will participate in an orientation or training process prior to commencing work as indicated by the employee's job requirements.
8. The new employee will have opportunity to discuss the Human Resources Policy and sign acknowledgement having reviewed and the policy and other pertinent organization information during an onboarding process.
9. The Board of Directors will be responsible to recruit the Executive Director.

Section B

Probationary period

1. The probationary period is an integral part and extension of the employee selection process. During the probationary period, the employee's immediate supervisor will work in partnership with the new (or promoted) employee to achieve a desired and acceptable level of performance.
2. All new employees are subject to a 3-month probationary period as per Employment Standards of BC. The ED will be subject to a 6-month probationary period.
3. Where a newly hired employee does not meet the performance requirements of the position during the probationary period, the employee's employment shall be terminated upon the approval of the Executive Director.
4. A new employee whose employment is terminated during the first three months of probation may not receive any notice, pay in lieu of notice, or severance pay.
5. Where a promoted employee does not meet the performance requirements of the new position during the probationary period, the employee will be reinstated in their former position at their former rate of pay.
6. New employees will participate in a mid-term review (approximately 6 weeks after start date) and a 3-month review with their immediate supervisor to discuss any challenges that the employee or employer may be having.

Section C

Termination

It is the policy of the employer to provide a notice of lay-off or pay in lieu of notice according to Employment Standards of BC. Severance pay may be provided where the lay-off constitutes a termination of employment.

Notice of Lay-off or Pay in Lieu of Notice

1. An employee may be subject to lay-off where there is a temporary shortage of work or a shortage of funding.
2. The lay-off shall constitute a termination of employment where the lay-off is for greater than 3 months.
3. To be eligible for notice of lay-off or pay in lieu of notice, employees must have completed their probationary period.
4. Where the employee has worked for less than 3 months, the employer will endeavor to provide a notice of lay-off.
5. Eligible employees will receive written notice of the lay-off or in lieu of such notice, according to Employment Standards of BC.
6. To be eligible for severance pay, employees shall have completed 12 consecutive months of continuous employment and the lay-off must constitute a termination of employment.
7. Eligible employees shall receive one week of severance pay at the employee's regular rate of pay for regular hours of work up to a maximum of 8 weeks for each complete and continuous year of employment and prorated for each partial year.

Approval of a Termination of Employment or Lay-Off

8. The Executive Director shall have the authority to determine and administer terminations of employment or lay-offs.
9. The Executive Director may not delegate this authority.
10. The expiry of a specified term of employment is not a lay-off or termination of employment.

Resignation

11. Employees resigning their employment are requested to provide 2 weeks written notice of the resignation.
12. The ED may decide if the notice to end employment will end sooner than the 2 weeks.
13. Employees are responsible to return any assets that belong to KCLS (e.g., keys, phone, computer) on their last day of work.
14. The ED will notify the Board of Directors about changes in staffing at the regular monthly meetings.

Section D

Personnel files

Appropriate employee records shall be maintained for every employee. All information retained in the employee personnel file shall be the overall responsibility of the Executive Director. One file will be kept on each employee of Kuu-us Crisis Line Society.

The employee personnel file will contain specific employee information including, but not limited to:

- Letter of Application and/or Employment Resume
 - New Hire – Payroll Documents
 - Offer of Employment and Employment Agreement
 - Documentation of Education and Training
 - Job Description
 - Letters of Wage / Salary Increases / Adjustments
 - Employee Performance and Development Plans
 - Employer Approval of Requests for Leave
 - Letters of Discipline
 - Medical Certification Letters / Documents
 - Security check (Criminal Record Check)
 - Driver's License Abstract
 - Letters of Employee Resignation
 - Workers Compensation Documents
 - Letters of Lay-off
 - Record of Employer Property
 - Letters of Appreciation and Promotion
 - Record of Employment (ROE)
1. No documentation will be placed in an employee's file without the employee's knowledge.
 2. Personnel files will be confidential.
 3. An employee may access their personnel file by request in writing to the Executive Director. Employees shall only view their file in the presence of the Executive Director. The personnel file will remain the property of the Kuu-us Crisis Line Society.
 4. Employee records must be in English and they must be kept for four years after employment ends for an employee.

Section E

Salaries

1. KCLS is a non-profit society and relies on external funding sources.
2. The pay rate scale for positions may be dependent on the funding contract parameters.
3. The employer will ensure equal pay for equal work when working between different funding sources.
4. The Executive Director is responsible for reviewing salaries annually and making adjustments for cost of living and increases as warranted.
5. A review of salary does not guarantee an increase in salary.
6. Salary adjustments are dependent on the financial stability of the organization and the performance of the employee.
7. The ED will receive input from the Board of Directors with regards to unilateral salary increases.
8. The Board of Directors will determine the ED's salary and increases.

Salary Scale

Employees will be paid in accordance with the following salary scale. In general, employees start their employment at the low end of the scale and as experience and training progress they may progress towards the high end of the scale. The Executive Director will decide if an employee's performance, experience, and years of experience warrant an increase in pay. This is contingent on available funding. Any permanent changes to salaries will be reported to the Board of Directors at their regular meeting.

Job Level	Description	Salary Range per hour
1	Executive Director	\$30.00 - \$40.00
2	Program Managers	\$22.00 - \$28.00
3	Crisis Call Operator 1	\$21.56 - \$26.00
4	Crisis Call Operator 2 & Quality Assurance Technician	\$19.56 - \$24.00
5	Crisis Call Operator 3	\$17.56 - \$22.00
6	Outreach, Protocol, & Tenant Support Workers	\$17.56 - \$22.00
7	Administrative Support Worker	\$17.56 - \$20.00
Debriefers	Based on one week of debriefing duties 24 hours per day	\$200.00/bi-weekly
Call forwarding	Employee manages CF phone for a shift (last resort for shift coverage)	Minimum 4 hours regular pay + \$2.00/hour for duration of phone monitoring (overtime rates apply) + 2 hours call out time
Shift differential		
Day Shift	7:30 am to 3 pm	None
Afternoon Shift	3 pm to 10:59 pm	\$1.40/hour
Evening Shift	11pm to 7:30 am	\$1.50/hour
Call out	Employees called into work outside of normal shift	Minimum 2 hours at regular rate of pay (overtime rates apply)

Crisis Call Operator 1 – Employee can answer crisis phone line, debrief, attend crisis intervention in person in community. They can also provide temporary supervisory support to team.

Crisis Call Operator 2 – Employee can answer crisis phone line & debrief

Crisis Call Operator 3 – Employee can only answer crisis phone line

Section F

Hours of work

1. Regular office hours are 8:00 - 4:00 pm, Monday to Friday excluding all statutory holidays. Office is open to the public from 10:00 am to 2 pm Monday to Friday excluding all statutory holidays.
2. The availability of 24-hour crisis work requires that some employees will need to work outside of regular office hours. Additionally, outreach programming may occur outside of regular hours such as weekends and statutory holidays.
3. Should gaps occur with 24-hour phone operator coverage, debriefers will be required to cover the shift.
4. Employees working more than 5 hours per day are entitled to ½ hour unpaid lunch break.
5. Employees working 8 hours per day, a 1-hour unpaid lunch break may be taken.
6. Employees whose positions require that they remain in the office will be paid for breaks (crisis department).
7. Overtime approval must be approved by the department supervisor.
8. Scheduling of work will be as consistent as possible.

Employment classification

Full Time: Regularly scheduled position of 30+ hours per week.

Part Time: Regularly scheduled position where hours worked are less than 30 hours per week but consistently more than 16 hours/week.

Casual/On Call: Less than 15 hours a week - frequently inconsistent schedules.

Section G

Lateness and absenteeism

1. Employees are expected to commence and leave work in accordance with their work schedule.
2. Employees who are unable to do so should notify their immediate supervisor at minimum within 20 minutes of their designated start time. If the immediate supervisor is unavailable, the ED will be notified instead. The proper notification of lateness or absenteeism will assist the employer in finding a suitable and timely replacements where required.
3. Employees who need to leave work early, will need to receive authorization from their immediate supervisor.
4. Employees attending to work outside of the office or attending outside meetings and conferences are encouraged to contact the office once per day, or as required by the employee's immediate supervisor.
5. Unauthorized lateness or absenteeism may result in disciplinary action, including loss of pay for the period of absence.
6. Chronic lateness may be subject to disciplinary action.
7. Employees absent from work for 3 or more continuous days without notifying their immediate supervisor shall be subject to disciplinary action, which may include the termination of their employment for cause.

Section H

Time sheets

1. Time sheets are to be filled out daily.
2. The employee's time sheet is to be left in their pigeon box to be accessible by the department supervisor for review and processing.
3. Employee's time worked will be scheduled by the department supervisor.
4. Any additional time (e.g., covering for another employee or travel time) is to be approved by the employee's immediate supervisor. The department supervisor should initial approval of additional hours or time inconsistencies on the employee's time sheet.
5. Time sheets in general are to be signed off by both the employee and immediate supervisor.
6. Payroll is biweekly.
7. Payroll begins on Sunday and ends on the second Saturday. Timesheets for payroll are to be in the completed and placed in the time sheet pigeon box by the Saturday 2-week payroll end. The Office Manager will compile and submit payroll to the accountant for processing.
8. If a timesheet is not submitted by an employee, then payroll will not be processed for that employee and will occur the following payroll. It is the employee's responsibility to ensure that they follow submission times and guidelines.

Section I

Vacation pay

1. Vacation should be taken within 12 months of being earned. It is not recommended that employees skip taking vacation time and just receive vacation pay. Vacation pay will be paid out on March 31 if it is not taken in the fiscal year in which it was earned.
2. Employers can schedule vacation time according to business needs as long as employees are able to take their vacation days within 12 months of earning them.
3. If a statutory holiday falls on an employee's scheduled vacation day, the employee may qualify for statutory holiday pay.

4. Vacation Pay will be calculated as follows:

1 - 4 years of service	4%	(2 weeks)
5 - 9 years of service	6%	(3 weeks)
10 - 14 years of service	8%	(4 weeks)
15 + years of service	10%	(5 weeks)

5. Proposed vacation time will be approved by the Executive Director.
6. The Board of Directors Chair shall approve the ED's request for vacation time. The ED will delegate their duties to another suitable individual in their absence.
7. Sufficient staff coverage for normal operations of KCLS will be a consideration when approving vacation leave. Where two or more employees apply for the same period of time off, priority will be given on a first come basis according to the date received.
8. No leave may be taken within the first 3 months of employment unless agreed upon by the employer (ED).
9. The Board or ED may grant additional leave to any employee in extenuating circumstances.
10. In the event of lay off or termination, all vacation pay that is owed to an employee will be paid on their last pay cheque.
11. Employees who are employed for five calendar days or less are not entitled to be paid annual vacation pay.

Section I

Statutory holidays

If an employee is required to work on a statutory holiday, the B.C. Employment Standards Act Regulations apply.

The KCLS observes the following statutory holidays:

- New Year's Day
- Family Day
- Good Friday
- Victoria Day
- National Indigenous Peoples' Day
- Canada Day
- BC Day
- Labour Day
- Thanksgiving
- Remembrance Day
- Christmas Day

Part-time employees will receive an average of their daily hours from the preceding 30 days as Statutory pay (e.g., an employee who works an average of 6 hours a day will receive 6 hours for the stat).

Employees receive statutory holiday pay if they:

- Have been employed for 30 calendar days

and

- Have worked or earned wages (like paid vacation days or another statutory holiday) on 15 of the 30 days before a statutory holiday

Some people think employees only need to work the day before and the day after to qualify for statutory holiday pay. **This isn't the case in B.C.**

If an employee does not qualify for statutory holiday pay, they are paid regular pay for working on a statutory holiday.

Employees are paid **time-and-a-half** for hours worked on a statutory holiday – double-time for hours worked over 12 hours.

Section J

Leave - sick

Sick leave is defined as physical, mental or emotional distress, sufficiently disabling as to require absence from work.

1. Illness in excess of 3 days may require a physician's certificate to be submitted to the Executive Director.
2. The 12-month period starts on the employees first date worked. Starts after 3 mo probation including ED
3. Paid sick leave will be accrued at 1 day per month to a maximum of 10 sick days.
4. Employees must have received their regular pay for at least 15 workdays in the previous month to accrue sick time. Part time staff will be granted an average of the usual time worked in the previous month (e.g., a person who normally works a 6-hour day will be granted a 6-hour day of leave).
5. Employees requiring more than 10 days sick leave will be granted an ROE to be used for Employment Insurance Medical Sick Benefits.
6. Sick leave days may be applied to care for immediate family members who are ill.
7. Immediate family means the spouse, child, parent, guardian, sibling, grandchild or grandparent of an employee, and any person who lives with an employee as a member of the employee's family. It includes common-law spouses, step-parents, and step-children, and same sex partners and their children as long as they live with the employee as a member of the employee's family.
8. An employee on sick leave not resulting from a work-related illness or injury, who has completed 3 consecutive months of employment with the employer, shall be entitled to position and employment protection for a period not exceeding 12 continuous months, after which time the employment agreement will be deemed to be ended due to the employee's inability to work.
9. An employee, who has suffered a work-related illness or injury, may not be dismissed, subject to lay-off, demoted or disciplined because of absence from work due to the illness or injury. Where reasonably practicable, the employee will be returned to his/her position, or be assigned to a different position, with different terms and conditions of employment where the employee is unable to perform the work required prior to the absence.

Leave - Compassionate care

Compassionate leave is unpaid leave; however, the employee may apply to take extended leave in order to provide care or support to an immediate family member of the employee who has a serious medical condition with a significant risk of death within 26 weeks.

1. Employees making application for compassionate care leave must request the leave, in writing, and include a medical certificate from a qualified medical practitioner as to the health risk of the immediate family member.
2. Employees may receive and ROE to apply for Compassionate Care Benefits through Employment Insurance.
3. An employee on approved compassionate care leave will have protection from dismissal, suspension, lay-off, demotion or other discipline because of the compassionate care leave.
4. If the family member passes on before the scheduled end of the compassionate care leave, the compassionate care leave shall end on the day that the family member dies.

Leave – Bereavement leave

All employees shall be entitled to bereavement leave with pay.

1. An employee may be granted up to 3 workdays leave with pay where there has been a death of an immediate family member.
2. An employee may be granted up to an additional 3 workdays leave with pay for the purpose of travel and/or to administer the affairs of the estate.
3. Bereavement leave for the death of an immediate family member may be extended under exceptional circumstances as approved by the Executive Director.

Leave – Parental leave

All employees will be granted time off without pay to care for a biological infant or newly adopted child. This will be in accordance with the Employment Standards Act of BC and the Government of Canada.

1. Employees are required to provide written notice to the Executive Director of parental leave at least 2 weeks in advance of that leave.
2. Employee must also provide 2 weeks written notice of their return to work. An extension of the parental leave time may be extended upon the approval of the board.

3. The total period of job protected parental leave shall not exceed 69 weeks. Parental leave may be taken any time, and in one continuous period, within the 69 weeks following the child's birth or the time the child actually comes into the parent's custody.

Leave – Other types of leave

Leave of absence - employees may apply for an unpaid leave of absence which may be granted at the discretion of the Executive Director for no longer than 12 months. Requests for leave of absence must be in writing and clearly state the intention and conditions of the leave. The ED would apply to the Board of Directors for a leave of absence.

Court Duty - An employee who is called to perform jury duty or subpoenaed to be a witness will be allowed time off without pay to carry out that duty.

Cultural Leave - Employees shall be eligible to participate in custom or traditional events. Indigenous employees with at least 3 months of continuous employment are entitled to take up to 5 days of unpaid leave per calendar year.

Section K

Travel

1. Employees shall be compensated for travel time where the travel is pre-authorized by their immediate supervisor for the purpose of employer business, or to attend conferences and conventions where requested by the employer.
2. Travel time to and from the employee's residence and the employer's office will not be compensated.
3. Employees are entitled to travel reimbursements for travel incurred as a result of their jobs. The KCLS Travel Policy applies.
4. Every effort should be made to use company owned vehicles. Employees using their personal vehicle for business purposes are advised to ensure the appropriate insurance coverage of their vehicle and passengers.
5. As per the Travel Policy, employees are reminded that fines for traffic violations or parking are not the responsibility of the KCLS.
6. Employees using company vehicles must ensure that a copy of their driver's license and a driver's abstract are placed in their personnel file.
7. If an employee is required to use their personal vehicles KCLS will reimburse the cost to the employee for the extra business insurance only.

Section K

Performance appraisals

Employees will have regular and scheduled formal performance evaluations for the purpose of providing performance recognition, fostering employee self-development, and identifying performance and personal areas for development.

Employees will also prepare a personal development and learning plan each year in collaboration with their immediate supervisor.

1. An annual performance appraisal will be carried out prior to the end of March each year.
2. A positive evaluation does not equate to an increase in salary. Salary increases must also be based on available funding.
3. Evaluations will be done by and are the responsibility of the immediate supervisor in collaboration with the ED and the employee.
4. All evaluations will be written and supported by an informal discussion with the employee, immediate supervisor and where appropriate the ED.
5. The written documentation supporting the evaluation will be placed in the employee's personnel file.
6. All evaluations must be signed by the employer and signed, as acknowledged, in writing by the employee. The signing of an evaluation by the employee does not constitute the employee's agreement of the review. Employee's will have opportunity to provide comments on the review prior to it being placed in their personnel file.
7. The Executive Director will be evaluated annually by the Board Chair in collaboration with the Board Personnel delegate. The ED will also have a mid-point evaluation (approximately 3-months) to be executed by the Board Chair and/or Board Personnel delegate.

Section L

Conflict resolution

Wherever possible, it is expected that employees will work through conflict or disagreements among themselves. However, it is common that a neutral party will need to facilitate discussions and solutions. The neutral party can be the immediate supervisor, the ED, or another person agreed on by the parties involved.

Here is a 10 Step process to resolving conflict in the workplace. This process may or may not be supported by a mediating party.

Reference: <https://www.shrm.org/hr-today/news/hr-magazine/pages/070815-conflict-management.aspx>

1. Schedule a meeting to address the problem, preferably at a neutral place.
2. Set ground rules. Ask all parties to treat each other with respect and to make an effort to listen and understand others' views.
3. Ask each participant to describe the conflict, including desired changes. Direct participants to use "I" statements, not "you" statements. They should focus on specific behaviours and problems rather than people. Refrain from using language such as "always" and "never".
4. Ask participants to restate what others have said.
5. Summarize the conflict based on what you have heard and obtain agreement from participants (facilitated conversations).
6. Brainstorm solutions. Discuss all of the options in a positive manner.
7. Rule out any options that participants agree are unworkable.
8. Summarize all possible options for a solution.
9. Assign further analysis of each option to individual participants, if needed.
10. Make sure all parties agree on the next steps.
11. Close the meeting by asking participants for parting thoughts and thank everyone for working to resolve the conflict.

Section M

Harassment

The employer takes employee safety and wellness seriously. Harassment of any kind will not be tolerated.

All employees have the right to:

- work in a safe and respectful environment;
 - employment free of harassment;
 - protection from harassment;
 - confidentiality in the review of harassment complaints; and
 - be fully informed of any complaint made against them.
-
- ❖ A worker is bullied and harassed when someone takes an action that he or she knew or reasonably ought to have known would cause that worker to be humiliated or intimidated.
 - ❖ Harassment can consist of a single and serious incident or several incidents over a period of time, and which tend to create a negative or hostile work environment.
 - ❖ Harassment may occur in face-to-face situations or it may occur through written, electronic or telephone communication. Harassment may be sexual, psychological, and/or bullying in nature.
 - ❖ Examples of behaviour or comments that might constitute harassment include verbal aggression or insults, calling someone derogatory names, jokes about a person's sexual orientation, harmful hazing or initiation practices, vandalizing personal belongings, and spreading malicious rumors.
 - ❖ Discrimination with respect to an employee's or person's age, race, colour, nationality, ancestry, religious affiliation, family or marital status, disability, sex, sexual orientation or criminal conviction for which a pardon has not been granted also constitutes harassment and is covered by this Harassment Policy.
 - ❖ This policy does not apply to typical managerial activities or responsibilities, such as performance counselling and discipline or performance evaluation, so long as they are not being performed in a discriminatory manner.
 - ❖ KCLS will not accept harassment in any form, and considers harassment to be a serious offence subject to discipline.

- ❖ This policy applies to harassment committed within the course of employment by an employee against another employee and occurring at or away from the workplace, and during or outside normal working hours.
- ❖ Allegations of harassment will be dealt with in a fair, unbiased, and timely manner.
- ❖ An employee who has information relating to a harassment complaint has a duty to communicate that information to the Executive Director in a discrete and confidential manner.
- ❖ Harassment complaints will be shared with the alleged harasser and with the person assigned to investigate the complaint. The fact that a complaint has been made will also be shared with any witnesses who the investigator is requested to interview by either the complainant or the alleged harasser.

What to do if Harassment Occurs

1. An employee who feels harassed must immediately make the alleged harasser aware of their disapproval and/or uneasiness. To avoid any misunderstanding, the employee should clearly state to the alleged harasser that their action or behaviour amounts to harassment under the terms of the Harassment Policy and should request that the alleged harasser immediately stop the offensive behaviour.
2. Any employee who feels harassed should keep a written record of all incidents of harassment. The written record should include the nature of the behaviour, dates, times, witnesses (if any), and the action taken by the employee to tell the alleged harasser of their disapproval.
3. An employee who feels harassed may, if unable to resolve the matter directly with the alleged harasser, make a harassment complaint to the Executive Director. If the complaint relates to the Executive Director, or if it is the Executive Director who is making the complaint, it should be brought to the Board of Directors.
4. Complaints must be made within 6 months of the date when the harassment is alleged to have occurred.

Once a Complaint has Been Made

5. The first task of the ED will be to review the complaint and determine whether it falls within the parameters of this Harassment Policy. The complaint may not fall within the policy if the subject matter of the complaint does not meet one of the definitions of harassment as described above.

6. Where the complaint is determined to fall within the Harassment Policy, the ED will either begin to investigate it or will delegate another individual to investigate the complaint. At the request of the complainant, a harassment complaint may also be handled informally (mediation or another dispute resolution process).

Where the Alleged Harasser is an Employee

7. As soon as the Executive Director receives a complaint of harassment, he or she will meet with the complainant to determine whether any changes in reporting relationships or work locations are necessary while the complaint is being investigated
8. The Executive Director will, within 2 business days of receiving the complaint, provide a copy of it to the alleged harasser and encourage the alleged harasser to prepare a response to the complaint.
9. The Executive Director or investigator will interview the complainant, the alleged harasser, and any witnesses identified by either party individually as soon as possible after receiving the complaint.
10. Interviews will be recorded wherever possible. The individual conducting the investigation will then prepare a report of the investigation results summarizing their findings and making a determination as to whether harassment occurred.
11. The report will be provided to the Executive Director (if written by someone other than the ED) within 5 business days of the completion of the report.
12. The Executive Director will review the report and within 5 business days will: a. advises the alleged harasser and the complainant of the report results, in writing; and b. advise the complainant and the alleged harasser in writing that the employer accepts or rejects the report and that appropriate action will be taken, as warranted.
13. Within 10 days of receiving the report, the Executive Director will determine and initiate corrective or disciplinary action, as warranted.
14. If harassment is found to have occurred, the discipline policy will be followed.

Where the Harasser is a member of the public or a client

15. To ensure the safety of the employee corrective action will be implemented.
16. Potential action could include loss of access to the offices and services provided by the KCLS as per the disciplinary process outlined in this policy.
17. Both the harasser and the employee will be advised in writing of the corrective action.

Section N

Disciplinary process

Discipline is an orderly and progressive process for the purpose of improving an employee's performance or conduct, through corrective or punitive action. In cases of very serious misconduct, one or more steps in the process may be skipped by the employer. Discipline will only be administered for “just cause”.

Processes for harassment

- ❖ Alternative dispute solutions may be used with the agreement of all parties.
- ❖ If an employee is the harasser, the disciplinary process outlined below applies.

If the harasser is not an employee:

- ❖ For the first occurrence of harassment, the harasser will be warned in writing that such conduct is unacceptable and must not reoccur.
- ❖ For the second occurrence of harassment, possible consequences, taking into account the seriousness of the harassment, include the following: loss of access to the premises where the complainant works for a period of up to three months; loss of internet access to the complainant for a period of up to three months; and loss of telephone access to the complainant for up to three months.
- ❖ For the third occurrence of harassment, possible consequences, taking into account the seriousness of the harassment, include: loss of access to the premises where the complainant works for a period of up to twelve months; loss of internet access to the complainant for a period of up to twelve months; loss of telephone access to the complainant for up to twelve months.

Subsequent occurrences of harassment may result in termination of employment for just cause or services for the harasser.

Processes for performance and misconduct concerns

Disciplinary action is the responsibility of the Executive Director.

Disciplinary action may involve the employee's direct supervisor where appropriate.

All disciplinary issues must be documented in writing and placed in the employee's personnel file.

Performance concerns can include breach of confidentiality, excessive lateness or absenteeism, use of drugs or alcohol while on the job, insubordination, unsatisfactory job performance, inappropriate use of assets, endangering the safety of others, or engaging in criminal activities. The employer acknowledges its obligations under Human Rights legislation. Employees who are addicted to drugs or alcohol will not be dismissed without first being given an opportunity to attend, complete, and adhere to a program of rehabilitation.

Disciplinary process

1. Corrective Counselling:

- A. Prior to taking disciplinary action, the employee's immediate supervisor will make reasonable efforts to counsel the employee by explaining the nature and impact of the employee's questionable conduct and suggesting corrective measures.
- B. Where the employee's supervisor or manager receives information suggesting that an employee has engaged in conduct deserving of discipline or has observed such conduct themselves, no discipline will be implemented until the employee has been given an opportunity to explain the conduct in question. If the employee's supervisor or manager finds the explanation to be unsatisfactory, the employee will be subject to discipline.

2. Verbal Warning:

- A. If after corrective counselling, an employee's performance or conduct does not improve to the level required, the employee's immediate supervisor shall provide the employee with a verbal warning.
- B. The verbal warning will be noted in the employee's Personnel File, with the details of the warning recorded.
- C. Every warning, whether verbal or in writing, will consist of the following: a. An explanation of the poor performance or misconduct that has resulted in a warning being given; b. An explanation of what the employee must do to correct their performance or misconduct so that the employee understands the standard they must meet going forward; and c. A caution that if the required standard is not met or misconduct is repeated, the employee will be subject to further discipline, up to and including termination of employment with cause.

3. Written Warning:

- A. Where a verbal warning does not result in the required level of performance or conduct, the employee's immediate supervisor, in consultation with the Executive Director will issue a written warning.
- B. Where poor performance or questionable conduct continues, one further written warning shall be provided by to the employee.
- C. An employee may apply to the Executive Director for the removal of a verbal or written warning from their employee's personnel file 12 months after the date the warning was issued, if no further discipline has been issued since then.

- D. If the Executive Director feels that the employee's performance or conduct has improved to a satisfactory level, the warning shall be removed from the personnel file.

4. Disciplinary Probation:

- A. The Executive Director will have the authority to place an employee on disciplinary probation for just cause for a period of not more than three (3) months.
- B. Such action will be in writing and must contain the specifics of the conduct for which the employee is being placed on probation.
- C. Also included must be the conditions and performance requirements, which must be met, for an employee to be removed from probation.
- D. A copy signed by both the employee and the Executive Director will be placed permanently in the employee's Personnel File, with a copy provided to the employee.

5. Suspension:

- A. Where poor performance or questionable conduct continues, the Executive Director will issue a notice of suspension without pay to the employee.
- B. Depending upon the disciplinary act, the suspension may be from two days to two weeks in duration.

6. Dismissal:

- A. Where all previous discipline and counselling efforts have failed to resolve continuing poor performance or questionable conduct or where the disciplinary act is sufficiently serious, the employee may be dismissed with cause.
- B. Only the Executive Director has the authority to approve the dismissal of an employee and the Executive Director may not delegate this authority.
- C. The Executive Director shall immediately notify the employee, in writing of the dismissal and the reason for it.
- D. A notice of employment termination shall be placed permanently in the employee's Personnel file.

Section O

Confidentiality

1. Accessing client information (e.g., iCarol) from home computers, public computers, personal phones and/or tablets is prohibited.
2. Information concerning KUU-US clients and administration is privileged and confidential.
3. Release of confidential information should be on a need-to-know basis and with the clients consent when possible.
4. Violation of confidentiality may result in termination of employment without notice.
5. Employees are required to sign an “Oath of Confidentiality” acknowledging this responsibility. Signed Oaths will be kept in the employee’s personnel file. Oaths of Confidentiality remain in effect regardless of the status of employment and are legally binding even after an employee is no longer employed by the Society.
6. Any misrepresentation or divulging of information could result in legal action.
7. There will be times where the sharing of information among employees is necessary to ensure continuity and quality of services. Employees will strive to ensure that confidential information is shared on an as needed basis among crisis operators and debriefers. Client confidentiality can be maintained by taking precautions to remove identifying factors from paperwork or conversations.
8. Society employees, board members and volunteers or those perceived to be acting/representing the society must adhere to and uphold the KCLS Code of Ethics. Any perceived poor misrepresentation of the society may result in dismissal.

Section P

Personal and professional standards

Employees will conduct and present themselves in a professional manner at all times while performing work for the employer, representing the employer, participating in employer organized activities or events, and when dealing with outside organizations or persons.

- Appearance will be neat, clean, and appropriate to the work being conducted.
- Outreach team will wear uniformed clothing that clearly identifies them as representing KCLS.
- It is recommended that Outreach workers should not wear hats, scarves, or facial piercings for their own safety. Doing so is at their own risk.
- Employees will use the facilities, property, and supplies which are owned or rented by the employer, with care and due diligence, and as authorized.
- Employees are to carry out the duties and responsibilities of their positions to the best of their ability, and according to the employer's policies and procedures.
- Employees are encouraged to use their initiative to find ways of doing their work more efficiently, effectively, and economically.
- No employee will be requested to perform a task that is illegal, unethical or morally inappropriate.

Drugs and alcohol

Employees will not consume or be under the influence of alcohol or illegal drugs, nor will they be impaired by the excessive use of over-the-counter or prescribed drugs, while working, including while attending KCLS functions and events, when representing the employer.

Employees who violate this policy may be subject to discipline or, required to attend substance use treatment if the employee admits to being addicted to alcohol or drugs or both. If an employee confides that they have a substance addiction issue, KCLS and the employee will work together to create a plan to address the employee's illness which may include addictions counselling or residential treatment. If the employee attends residential treatment, their position is protected while they attend a treatment facility.

Section Q

Occupational Health and Safety (OH&S)

The employer acknowledges the right of employees to work in a healthy and safe environment. The employer will ensure the development and management of a safe and healthy workplace, with the Executive Director having overall responsibility for the development and management of the Occupational Health and Safety Program. The employer's Occupational Health and Safety Program will be developed and administered in accordance with WorkSafe BC and the BC Employment Standards Act.

When it comes to health and safety, everyone in the workplace has distinct responsibilities. Whether you're an employer, supervisor, contractor, or worker, you have a role to play in keeping the workplace safe. As a worker, you have rights to a safe and healthy workplace, which includes the right to refuse unsafe work.

As a worker, you play an important role in making sure you — and your fellow workers — stay healthy and safe on the job. As a worker, you must:

- Be alert to hazards. Report them immediately to your supervisor or employer.
- Follow safe work procedures and act safely in the workplace at all times.
- Use the protective clothing, devices, and equipment provided. Be sure to wear them properly.
- Co-operate with safety committees, or worker health and safety representatives, WorkSafe BC prevention officers, and anybody with health and safety duties.
- Get treatment quickly should an injury happen on the job and tell the health care provider that the injury is work-related.
- Follow the treatment advice of health care providers.
- Return to work safely after an injury by modifying your duties and not immediately starting with your full, regular responsibilities.
- Never work under the influence of alcohol, drugs or any other substance, or if you're overly tired.
- If your vehicle is required for work, it must be considered a good, reliable, and safe vehicle. Employees using their personal vehicles must carry the KCLS First Aid kit available for transporting clients with them and return it after use.

Section R

Miscellaneous

Voting

The employer respects the right of all employees to vote in Federal, Provincial, Civil and Indigenous government Elections and Referendums.

1. On voting days, all employees entitled to vote will be allowed sufficient time off with pay so that they will have four consecutive hours within which to attend the polls.

For example, if an employee normally leaves work at 4:30 p.m. and the polls are open till 8:00 p.m., the employee may leave work as early as 4:00 p.m., if necessary, in order to vote. In this example, the employee would then receive one-half hour of pay. However, all employees are encouraged to vote outside of working hours if at all possible so that the disruption in services on election days is kept to a minimum.

ORGANIZATIONAL CHART

