

Mountain Rose Women's Shelter

Personnel Policies

2008 - 2015

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Policy Section: Personnel Policy	Date approved: March 2004
Policy 1: Human Rights: Recruitment Selection & Appointment	Last reviewed: June 8, 2005 Last Date revised: November 2006 Date Approved: September 13, 2012

01 Human Rights

01-01: Main Topic: Recruitment Selection and Appointment

The Individual's Rights Protection Act was passed in 1972 by the Alberta Legislative Assembly and amended June 5, 1985.

The Act applies to all provincial government departments and agencies as well as business and industries under provincial jurisdiction, in all facets of employment policies, practices and referrals in areas which are not under provincial jurisdiction; protection is provided by the Canadian Human Rights Act which is administered by the Canadian Human Rights Commission.

"Human Rights" is an umbrella term which is open to wide interpretation; however, under the Act, "human rights" takes on a specific definition. The Act prohibits discrimination in specific areas on the basis of specific grounds. The Commission has a mandate to investigate those allegations of discrimination that fall within its legal jurisdictional boundaries.

The Individual's Rights Protection Act prohibits discrimination in the areas of:

- 1) Signs and notices
- 2) Public accommodations
- 3) Services or facilities customarily available to the public
- 4) Tenancy
- 5) Employment
- 6) Job applications and advertisements
- 7) Equal pay
- 8) Occupational associations

On the grounds of: Race

- 1) Religion
- 2) Color
- 3) Gender
- 4) Physical characteristics

- 5) Age (45-65 years, in employment, job application and advertisement, public notices)
- 6) Ancestry
- 7) Place of origin
- 8) Marital status

In its recruitment, selection and appointments, Mountain Rose Women Shelter Association will adhere to the principles established in the Individual's Rights Protection Act.

01-02: General Employment Practices

- 1) Employees are expected to carry out the objectives of Mountain Rose Women's Shelter Association and to abide by its policies and standards.
- 2) Applicants accepted for employment must be able to speak, read, write and understand the English language.

01-03: ELIGIBILITY

Promotion: definition (A job change resulting in a higher salary classification)

To be eligible for promotion existing employees must be qualified and their job performance must be rated satisfactory or better before they will be considered.

01.04 Posting Vacant Positions/Employee Responsibility

All positions will be internally posted for a period of at least five (5) working days. Positions may be advertised outside the organization. Interested persons already on staff that meet the minimum requirements for the position must apply in writing. It is the responsibility of the employee to apply for vacancies by submitting a resume to the Executive Director within the time frame indicated on the posting.

Applications received after that date will not be accepted.

01.03 Selection

The selection decision is the responsibility of the Executive Director, and/or Personal Committee member.

- 1) Reference checks, Criminal Record Checks, and Child Welfare Checks must be completed, documented, and on file for employees and volunteers (See below for clarification of volunteer positions)
- 2) E.D. and hiring Personal Committee member(s) according to placement on pay scale will determine starting salary.

01.04 Criminal Record Checks and Child Welfare Checks Procedure

Purpose: MRWSA is committed to providing a safe place for women and children and other vulnerable persons within our organization. Accordingly, any new hire will be required to have a criminal record check and child welfare check (if working with children) before being offered a position at MRWSA. Any new volunteer may be required to provide a criminal record check and child welfare check depending on the volunteer position as outlined below:

- a. Special Event Volunteer – these are volunteers that work special events such as Romance and Roses Gala, Spring Raffle, fundraisers, and other one-time or annual events. These volunteers are **not** required to have a criminal record check or child welfare check completed
- b. Board Volunteer – these are volunteers who sit on the Board of Directors of Mountain Rose Women’s Shelter. These volunteers are required to have a criminal record check completed.
- c. Client Safe Drive Program – these are completed by staff only and provide transportation to women and children either to MRWSA Shelter or to another Shelter.

01.05 Making Determination whether Criminal Record or Child Welfare Check is substantially related to the position.

The existence of a conviction is not an automatic exclusion from employment or volunteering. In reviewing the results of a criminal record or child welfare check on an individual applicant, MRWSA Executive Director and/or Personnel Committee will review each applicant on a case-by-case basis and consider the following factors in order to determine whether there is a substantial relationship between the conviction(s) and the position and whether the applicant should be further considered for the position:

The Offence. The nature, severity and intentionality of the offense(s) including but not limited to:

- The statutory elements of the offense (rather than the individual’s account of the facts of the offence);
- The individual’s age at the time of the offense(s);
- Number and type of offenses (felony, misdemeanor, traffic, other)
- Time elapsed since the last offense;
- The individual’s probation or parole status;
- Whether the circumstances arose out of an employment situation; and
- Whether there is a pattern of offenses.

The Position. The duties, responsibilities and circumstances of the position applied for including but not limited to:

- The nature and scope of the position, including key access to residential facilities, access to cash and access to vulnerable populations, including children;
- The nature and scope of the position's client, public or other interpersonal contact;
- The nature and scope of the position's autonomy and discretionary authority;
- The nature and scope of supervision, including supervision received in the position and/or provided to subordinate staff and/or clients;
- The sensitive nature of the data or records maintained or to which the position has access;
- The opportunity presented for the commission of additional offenses; and
- The extent to which acceptable job performance requires the trust and confidence of the client(s), co-workers, colleagues, volunteers, and public.

Once the Criminal or Child Welfare Check is completed, the Executive Director and/or Personnel Committee will review the results and act as follows:

- *If no Criminal Record and/or Child Welfare Record is found*, the Executive Director and/or Personnel Committee may proceed with an offer of employment (for employees) or a letter of welcome (for volunteers).
- *If the check(s) discloses a conviction*, the Executive Director will inform the Personnel Committee to make an initial determination whether the criminal activity is substantially related to the functions of the position. This consultation must occur before any employment or volunteer opportunity decision is made:
 - *If the conclusion is that there is no substantial relationship between the offense(s) and the position*, the Executive Director and/or Personnel Committee can proceed with an offer;
 - *If the conclusion is that there may be a substantial relationship between the offense(s) and the position*, the Executive Director and/or Personnel Committee must not proceed with an offer.

Applicant notified of Results – If a decision is made not to hire an applicant (or to withdraw an offer) based on the results of the Criminal Record and/or Child Welfare Check, the Executive Director and/or Personnel Committee will be responsible for notifying the applicant of the results of the check and the reason for not hiring.

Keeping Records: Records gathered as a result of a Criminal Record and/or Child Welfare Check will be kept by the Executive Director in MRWSA Personnel Files. These records will include:

- Consent form
- Information collected from the check
- Analysis and decision if criminal activity substantially related to position
- Correspondence related to criminal record and/or child welfare check

The records will be securely maintained for a period of seven years after the position has been filled. Records will be destroyed after seven years.

MRWSA will follow the MRWSA Confidentiality Policy in all matters related to the Criminal Record or Child Welfare Check(s).

The Executive Director or the Personal Committee will confirm all offers of employment in writing. Terms will normally include starting salary and date, benefits, and any special conditions.

All employees and volunteers requiring Criminal Record Searches and/or Child Welfare Searches will update these documents every five years. Any persons with changes to their Criminal Record and/or Child Welfare Status must self-identify to the Executive Director or President within 3 months of the change. Failure to do so will be a breach of employment and the person or volunteer will be terminated from their position immediately.

01-04: Recruitment – External

Before any action is taken to recruit for a new position, the Executive Director must obtain approval from the Board. The E.D will fill replacement positions as required.

Former employees who apply for re-employment will be considered on the basis of qualifications for the position and past performance, along with other applicants.

The Executive Director and/or the Personal Committee will recruit through appropriate newspaper and other selected outside resources.

EXECUTIVE DIRECTOR SELECTION

When it is necessary to appoint an Executive Director, the Executive Committee will select and recommend a candidate to the Board of Directors for approval. Final approval will rest with the Board of Directors.

All deliberations are to remain confidential

When approval of the Board has been given, the Chair of the Board of Directors will inform the candidate by letter as soon as possible with a copy of the job description, the commencing salary, salary range, benefits and a copy of the Personnel Policy.

Upon receipt of the reply of acceptance of the candidate, the Chair of the Board of Directors will send the appointee an official letter of employment signed by the Chair and Treasurer of the Board of Directors.

All persons interviewed for the position will be informed of the Board's decision in writing.

Following confirmation of the appointment, the Board Chairperson shall notify all staff.

The Executive Director, from date of commencement of employment, will have a minimum six months probationary period during which time the Board of Directors may terminate the Executive Director without notice as per labor standards.

Effective Date of Promotion

After a decision has been made to promote an employee, the employee may be required to either start immediately or to start their new position within two weeks (This will allow the supervisor time to fill the employee's current position if needed)

Exceptions

Job postings are not required in these situations:

- 1) A change in position status from part-time or temporary to full-time where an employee already occupied the part-time or temporary position.
- 2) Special project positions
- 3) Short term vacancies which normally do not exceed nine months
- 4) Where candidates have been certified as acceptable in earlier competitions and the same or similar vacancy occurs within a short time of the close of the last competition.

01-05: Probationary Period

All staff of Mountain Rose Women's Shelter Association shall be on probation for six months of continuous employment. All employees are subject to a review at three months of employment, to comply with labor standards. Another review will be held at the end of the six month probationary period

This probationary period can be extended for another six months upon recommendations of the Executive Director.

In the event of a promotion, an employee will be employed for the first six months of a new position on a probationary period and subject to an employee performance evaluation.

Subject to recommendation of the Personnel Committee following this probationary period, the Executive Director shall become a permanent staff member.

Other staff shall become permanent members on the recommendation of the Executive Director.

01-06: Anniversary Dates

On the "anniversary date" of employment, a full-time employee's rate of pay may be adjusted with the Executive Directors Boards approval.

Increment adjustment and vacation pay adjustments for all employees will be considered once they have completed one full-time year equivalent (2,080 hours of work)

Any Leave of Absence without pay will advance the “anniversary date” by the same length.

01-07: Nepotism

Persons who are relatives of current Mountain Rose Women’s Shelter personnel or Board members will not be eligible to work for the Shelter. This hiring procedure applies to all positions, whether temporary or regular, full or part-time.

Any exceptions to this policy will require *prior* approval of the Executive Director, and the Board.

Relatives for purposes of this policy are parents, children, spouse, sisters, brothers, aunts, and uncles, and include in-law relationships (sister, brother, mother, father, daughter, son) and step-relationships (sister, brother, mother, father, daughter, son).

Policy 1.08: Working with Post-Secondary Practicum and Work Experience Students (Approved May 4, 2015)

Practicum and Work Experience Students

A number of different educational institutions and organizations apply to use our programs as sites for experiential learning. As much as possible we feel a duty to support these students, for several reasons:

- (a) Access to new ideas about issues that face our clients and our community;
- (b) To provide extra support for those we work with;
- (c) To promote inclusive, community-based supports to clients;
- (d) As a possible source of trained support staff.

Each Post-Secondary Institute that provides us with students has different ideas about the responsibilities of the student and the practicum / work experience site and the supervisor. The most profitable exchanges for both the practicum students and MRWSA will involve the following:

- (i) Permission of the clients to have a practicum / work experience student involved in their lives, including their written consent for participation in any research projects, if applicable.
- (ii) A single site supervisor, preferably a staff or manager with at least two years’ experience with the organization.
- (iii) A meeting with the student, site supervisor and instructor within the first two weeks. At this time goals and deadlines should be set as to what the student will receive and what MRWSA will receive and how the practicum / work experience will be monitored. The relationship should be successful for both parties.
- (iv) Clarification of limitations, insurance, policy and procedures as necessary.

While practicum and work experience students may carry out some of the same tasks as support staff, MRWSA may not use them in lieu of an employee. It is expected that practicum and work experience students will be familiar with and abide by the policies and procedures of MRWSA.

(v) Limitations: MRWSA will accept Practicum and work experience students from registered Alberta Post-Secondary Learning organizations (Colleges and Universities) and preference will be given to Practicum and work experience students that live in Central Alberta. MRWSA will accept a maximum of two Practicum and/or work experience students at one time.

(vi) Executive Director will make final decision on the acceptance of any post-secondary practicum &/or work experience student. Not all applicants will be accepted.

Policy

Every effort will be made by management and staff of MRWSA to support the work of the practicum and work experience students:

(a) Practicum and work experience students will be required to sign the MRWSA Volunteer Package documentation including Application, Code of Ethics, and Oath of Confidentiality.

(b) Practicum and work experience students will have access to the MRWSA's Policy and Procedures Manual and to in-house training provided by MRWSA staff, as approved by the supervisor.

(c) Practicum and work experience students may receive reimbursement for expenses directly related to their involvement in the program, with prior approval by the supervisor.

(d) Practicum and work experience students may be used to augment existing staff support, but they will not be used as relief staff.

(e) Practicum and work experience students will not administer medications, drive MRWSA vehicles or have access to confidential files. Client files may be accessed for learning purposes only if related to the student's area of learning (ex. Social Work, Criminal Justice, etc)

(f) Practicum and work experience students will be supervised by an employee of MRWSA at all times, unless otherwise approved by the supervisor.

(h) The Executive Director will assume responsibility for ensuring Practicum and work experience students are kept informed of relevant successes, problems and social events they might like to attend.

Procedure

When a practicum or work experience student comes to MRWSA, our goal is to get through the necessary paperwork in the most efficient way so they can get started with their assignment. The following steps are intended to assist personnel to facilitate the successful entry of a practicum or work experience student into one of MRWSA's programs:

(a) Individuals wishing to complete a practicum or work experience placement with MRWSA should put their request in writing and submit it to the Executive Director.

(b) The Executive Director will pre-screen potential practicum or work experience students and will work with the Post-Secondary Institute for all placements.

(c) The Executive Director will work with the practicum or work experience student and the Post-Secondary Institute to compile all required documentation, reporting requirements, and other forms as necessary.

(d) Practicum and work experience students will be required to complete a Criminal Records Search and Child Welfare Clearance before commencing the practicum/work experience.

(e) The Executive Director will notify MRWSA Staff of the practicum and work experience students roles and responsibilities. The Executive Director may appoint a MRWSA staff person to provide direct supervision of the Practicum and work experience students.

(f) MRWSA reserves the right to terminate without notice if the practicum or work experience student does not compile with MRWSA Policies and Procedures.

Policy Section: Personnel Policy	Date approved: March 2004
Policy 2: Working Conditions	Last reviewed: June 8, 2005
	Last Date revised: November 2006

02 Main Topic: Working Conditions

02-01: Employment Standards Code

Mountain Rose Women’s Shelter Associations personnel guidelines have been developed in accordance with provisions of the Employment Standards Code of the Province Of Alberta, and the code will apply to any situation not specifically covered in these guidelines.

02-02: Personnel Orientation

All new staff members and crisis care volunteers will be given orientation and training before they are allowed to work on their own.

Orientation will include a review of the personnel policies and standards.

All MRSWA Staff involved in client care must complete training in Crisis Intervention.

Directive 02-03: Definitions of Employees

A full-time employee- an employee who works regular scheduled hours of not less than 144 hours per month, and has successfully completed a probationary period.

A term employee is one who occupies a part-time or full-time position where employment is known to be limited in duration.

A part-time employee –an employee who works regular scheduled hours of less than 144 hours per months one who works a minimum of 2 regularly scheduled hours per week and who has successfully completed a probationary period.

A casual/relief employee – an employee who is available on a short notice basis, and has successfully completed a probationary period.

Job Share – an employee who is sharing a “full-time” position.

02-04: Classification of Employees

- 1) Management- Executive Director
- 2) Clerical Administrative Assistant/Volunteer Coordinator
- 3) Program Personnel
 - a) Crisis Intervention Worker III
 - b) Crisis Intervention Worker II (Regular position)
 - c) Crisis Intervention Worker I (Relief worker)
 - d) Outreach Worker
 - e) Child Care Worker

EMPLOYEMENT CONDITIONS

The Mountain Rose Women's Shelter, will meet employment standards governing fair employment practice and contractual relationships with staff, as required by Provincial and Federal legislation and regulations. Terms and conditions of employment will reflect standards established by the Mountain Rose Women's Shelter. All employees will be provided with information including hours of work, statutory holidays, and vacation benefits.

02-05 Hours of Work

Regular hours of work for full-time crisis workers, exclusive of meal periods, will be eight hour shifts on a shift-rotation schedule plus attendance at all regularly scheduled staff meetings and any other meetings as required by the Executive Director.

Part-time and relief crisis workers will work hours assigned by the Executive Director plus attend all regularly scheduled staff meetings and any other meetings as required by the Executive Director

All other full-time employees will work forty hours per week exclusive of meal periods.

OVERTIME

Overtime:

All overtime must have prior approval from the Executive Director. In lieu of overtime pay the employee will be given equal time off, up to a maximum of 15 hours a month. Said hours will be taken, at a mutually agreed time with 90 days of time banked. Lieu time will be paid at straight time.

- 1) The Executive Director or designate is responsible for arranging the shift schedule

- 2) Any changes to the shift schedule must be approved by the Executive Director or designate
- 3) Crisis Workers may work up to 44 hours/week averaged an eight week period
- 4) Executive Director or designate must approve any hours worked in excess of 40/44 hours per week for ALL STAFF
- 5) Lieu time off must be taken within three months for any authorized overtime hours at a mutually agreed upon time between employee and supervisor.
- 6) If Lieu time is not used within the agreed time, it shall then be paid out at straight time

Procedures Regarding Hours of Work:

- 1) Each employee must sign in the log book each day worked.
- 2) Any irregularities or disputes regarding hours which have been worked must be discussed with the Executive Director.
- 3) A statement of earnings is issued with each pay cheque.

02-06: Statutory and Named Holidays:

The following will be considered paid holidays for all employees who have worked for the Mountain Rose Women’s Shelter for thirty (30) working days in the previous twelve (12) months, their regular scheduled day prior to and their regular scheduled day following the holiday.

The following are Statutory Holidays

New Year’s Day	Victoria Day	Thanksgiving Day
Alberta Family Day	Canada Day	Remembrance Day
Good Friday	Labour Day	Christmas Day

The employer, Mountain Rose Women Shelter Association also designates the following holidays as Named Holidays:

Boxing Day,
August Civic holiday,
Easter Monday

Full-time employees are entitled to the above statutory and named holidays.

When other staff (i.e. relief staff) works on statutory and named holiday the rate of pay is equal to time and a half.

The board recognizes the following Monday a work day in lieu when the stat/named holiday falls on a weekend/not a regular work day for some

employees. Positions that are not scheduled or are not a regular working day will not receive the stat/named holiday (ex. Executive Director, Outreach Workers, Finance Officer, and Office Admin)

When term position staff work on a statutory or named holiday the rate of pay is equal to time and a half, providing the employee has worked 30 days with the shelter.

Note: Last provisions was added as Labor Standards notes that any employee is eligible as long as they've worked 30 days prior to the stat holiday.

A staff member who observes religious holidays on days other than those appearing in the Mountain Rose Women's Shelter personnel policies should make arrangements with the Executive Director at the time of employment for the observance of these days.

When a statutory holiday falls within an employee's annual vacation, another day will be granted to the vacation period.

02-07: Vacation and Vacation Pay

For Salary staff

- 1) Vacation time is paid in accordance with labour standards.
- 2) Vacation time is allotted at two (2) weeks per year beginning after the first anniversary date of employment. Vacation time will increase to three (3) weeks after (5) years of continuous employment and four (4) weeks after ten (10) years of continuous employment

For all other Staff:

- 1) Vacation pay is paid out at four percent (4%) on each pay cheque during the first five (5) years of employment and at the rate of six percent (6%) after five years of employment.
- 2) One year of employment equals one full-time year of employment (equivalency = 2,080 hours)

Requests for vacation should be submitted to the Executive Director for approval at least (1) month prior to commencement of vacation.

Vacation days must be utilized prior to March 31 of each fiscal year. Any unused vacation days will not be permitted to be rolled over into the new fiscal year (April 1).

Vacation pay on termination shall be calculated on the number of vacation days earned up to that date.

Vacation days cannot be accumulated when an employee is on short term or long term disability or leave of absence.

It is MANDATORY that all staff takes a minimum of a two week block of holidays within a twelve (12) month period. This is dependant upon the approval of the Executive Director.

02-08: Attendance – Bad Weather

If an employee is unable to come to work because of weather conditions, the employee must give their immediate supervisor as much advance notice as possible so that alternate staffing can be arranged.

Full-time and part-time employees must either take a day's vacation, or utilize overtime, make up time at a later date or take a day off without pay to make up for the missing time. Relief staff must either make up the time at a later date or take the day off without pay. The choice of the alternative selected, it must be clearly identified on the employee's time sheet.

It is recognized that some employees who live in rural areas may have difficulties that urban employees do not face. **However, in fairness to all employees and to maintain consistency**, the decision is that lost time because of weather driving conditions must be made up by the employee but the method as to how this is done is left to supervisory discretion.

02-09 Lay – Off/Notice for Lay Off & Termination

Termination – Oath of Confidentiality will be signed before final release of pay cheque or separation papers granted.

Lay-off occurs when, as a result of a management decision, there is a reduction-in-force due to

- Discontinuance of the need for an employee's specific skill or special ability (e.g. dissolution of activity, technological changes, institution of new work methods)
- Economic downturns necessitating across-the-board cuts in payroll expenses

Where employees are terminated or laid off, the following written notice of pay in place of notice will apply, in accordance with Labour Standards;

- After three months and under two years of service = one week notice
- After two years and under four years = two weeks
- After four years and under six years = four weeks
- After six years and under eight years = five weeks
- After eight years and under 10 years = six weeks
- After 10 years = eight weeks

An employee whose behavior becomes disruptive to the shelter after receiving advance notice of termination will be terminated immediately.

When lay-offs occur but it is not necessary to lay-off all employees doing the same job, the Executive Director and Personnel Committee will decide who is to be laid-off in the following sequence:

- Temporary employees
- Employees on warning for unacceptable performance, excessive absenteeism and/or excessive lateness
- Other employees after considering length of service to MRWS, performance rating, development potential, and unique skills
-

It will be the decision of the Personnel Committee Board and Executive Director who is to be laid-off.

Recall Guidelines

During the 12-month period immediately following the lay off, regular employees will be considered for recall to that job and classification from which lay off occurred.

Upon recall to that position, an employee will receive full credit for all prior service up to the date of termination.

02-10: Resignation/Exit Interview

An employee must give written notice of their intent to resign after the following periods of employment, in accordance with Labour Standards.

- After three months and under two years of service = one week notice
- After two years = two weeks

Employees are expected to give as much notice as possible, and not less than two weeks; ideally, one month's written notice will be given.

Exit Interview

Staff leaving the Shelter will meet with their supervisor prior to their final day of work to complete an exit interview. Topics to be discussed include:

- Final pay
- Record of employment (ROE)
- Performance

- Reference information
- Any other topics deemed necessary

02-11 Time Sheets

It is the responsibility of each employee to properly complete his/her time sheets. Time sheets are to be updated on a daily basis and to be completed on a monthly basis for all employees. Proper completion of the time sheets means indicating the actual hours worked each calendar day.

Absences for full or part-time staff are recorded as follows; Staff should indicate in the comments section whether their absence was due to Sick Leave, Vacation, and Statutory or Named holiday, Medical, dental appointment or Leave of Absence and mental health day. **Supervisor is responsible for ensuring that staff's absences are properly recorded.**

Record of sick time, absences, will be kept. This record will be brought forward at each employee's performance appraisal and a copy signed by the employee.

Shelter Staff are to have their time sheets approved by the Executive Director. The Executive Director reviews and initials all staff time sheets.

Employees who willfully fail to complete a time sheet or intentionally falsify information on their time sheet will be subject to disciplinary action. This action could include temporary suspension or termination in extreme cases.

02-12: Employee Health Program

Full-time employees who have completed the 6 month probationary period will be entitled to participate in the Employee Health Program. Each qualified employee will receive One Hundred and Fifty dollars (\$150.00) to be used towards the following: Stop smoking sensation aids, gym membership, massage (by registered masseuse), optical, dental, acupuncture (by registered acupuncturist), any item not mentioned in this policy must be submitted to the Executive Director for prior approval. Employees must submit a receipt for reimbursement; with out receipt this payment of reimbursement will not take place.

02-13: Dress Code

Dress for all employees must be clean, neat and appropriate for the Shelter.

In the event of a dispute about clothing, the supervisor's ruling is considered final.

Employees who do not follow the dress code as outlined and/or the instructions of their supervisor will automatically fall under the policy on Progressive Discipline.

Policy 02-14: Vehicle Use (Approved March 16, 2015)

Policy Statement: Mountain Rose Women's Shelter Association will provide a company vehicle for the safe transportation of clients, volunteers and staff.

Purpose: This Policy will outline the operation and maintenance of the company vehicle.

Procedures:

1. Use of Vehicle:

The MRWSA Vehicle is provided to assist MRWSA Staff in carrying out job duties. Its use is strictly limited to business purposes. It may not be used for personal reasons. Staff that are approved through MRWSA Insurance Provider will be given access to drive the MRWSA Vehicle.

2. Insurance and Registration:

MRWSA provides vehicle insurance and registration. The valid insurance card and registration will be carried in the vehicle at all times.

3. Vehicle Care:

The MRWSA Vehicle is designated as "non-smoking". Food and beverages (within reason) are allowed in the vehicle for the purpose of transporting families – children snacks, juices boxes, etc. are allowed.

Staff are expected to ensure that all passengers follow this policy and any messes or spills are to be cleaned up immediately.

The MRWSA Vehicle must be locked at all times when parked even if only being parked temporarily such as at a convenience store.

4. Maintenance & Repair:

The Office Assistant is responsible for booking and recording maintenance and repairs. Regular maintenance will include oil changes, tire tread analysis, and inspection of fluid levels and operating systems.

5. Driver Qualification:

Staff must have a valid license and provide a copy to MRWSA Insurance Provider. Staff must agree to and sign any documents required by MRWSA

Insurance Provider. Staff must keep a favourable driving record and be willing to permit a periodic review of the driving record.

6. Accidents:

In event that an accident occurs, please follow these instructions:

- a) When an accident involves another vehicle, obtain the following information:
 - Driver's name (and owner's name if different from driver)
 - Address
 - Telephone number
 - Name of insurance company and policy number
 - VIN, Vehicle year, make and model
 - Vehicle license plate number.
- b) If possible, obtain names, addresses and telephone numbers of any witnesses including responding Law Enforcement Officers.
- c) Provide your information including driver's license and vehicle insurance card. DO NOT assume the blame for the accident and DO NOT agree to a settlement.
- d) It is your responsibility to notify police. Cooperate with Law Enforcement Officers and Emergency Responders.
- e) Note if there are any injuries reported by anyone involved in the accident.
- f) Contact MRWSA Executive Director or designate as soon as possible to report the accident. The Executive Director will notify the appropriate parties such as insurance.
- g) Complete MRWSA Incident Report within 24 hours of accident and attach all supporting documents and information.

7. Traffic and Parking Violations:

All traffic and parking violations are the responsibility of the staff person receiving that violation. It is expected that all staff operate MRWSA Vehicle within the legal limits as set out by Alberta Traffic Laws. MRWSA Vehicle privileges may be revoked due to the number or severity of the violation.

8. Safety:

The following safety protocols must be followed:

- a) Seat belts and child car seats/boosters must be used at all times

- b) DO NOT carry more passengers than the number of occupant safety restraint systems (including child safety equipment)
- c) Cell phones and hands-free devices are not to be used while driving MRWSA Vehicle
- d) Operate the vehicle only at a speed appropriate to the road, traffic and weather conditions
- e) Firearms or other weapons are not allowed on owned or leased company premises including MRWSA vehicle(s).
- f) **No person will be transported in MRWSA Vehicle unless a registered client, volunteer or staff person.** At no time will MRWSA Staff transport personal family members including children in MRWSA vehicle(s).

9. Signing Out the Vehicle:

MRWSA's procedure is as follows:

- a) Staff must book the vehicle with the Office Assistant
- b) The Office Assistant will provide the staff with the Travel Log, keys, and fueling card after the staff sign out the vehicle
- c) Staff must fill in the Travel Log with Odometer In, Odometer Out, Staff Initial, and if fueled (with attached receipt)
- d) On return to office, staff must turn in Travel Log, keys, and fueling card to Office Assistant
- e) Fueling will be done at RMH Coop and charged to MRWSA Coop Number. If out of town when fueling is needed, staff will pay for fuel and return receipt to Office Assistant for reimbursement
- f) Staff are required to clean inside and outside of vehicle as necessary
- g) Staff are required to report any vehicle issues to Office Assistant for repair or maintenance.

Policy Section: Personnel Policy	Date approved: March 2004
Policy 3: Employee Pay Practices	Last reviewed: June 8, 2005 Last Date revised: November 2006

03 Main Topic: Pay

03-01: Pay Provisions

- 1. The MRWSA has a formal system for establishing and administering salaries based on internal equity (as assessed in position evaluation) and external value (as determined through salary surveys of ACWS). It is our intention to administer the program according to the principles and guidelines outlined in this document. However, staff must be aware that all salary adjustments are subject to prevailing economic conditions. The MRWSA ability to fund salary levels are directly related to its income and successful financial operation.**
- 2. Each position has an up-to-date description that is used as input by the Personnel Committee in determining the relative worth of positions within the shelter. These descriptions are maintained and updated at least bi-annually in conjunction with MRWSA administration and in the particular position. If at any time it appears that a position has changed significantly, the employees and Executive Director will develop a revised position outline and the Personnel committee will re-evaluate the position.**
- 3. The Executive Director and employees will update position description outlines as necessary with the original kept on file with the Executive Director and a copy attached as an addendum to this Personnel Policy.**

CONFIDENTIALITY

- 1. The MRWSA respects the individual's right to confidentiality around the individual's salary/wage information.**
- 2. All salaried/wage positions are assigned to a salary/wage range. Salary/wage ranges are to be reviewed as required and will be adjusted as necessary in order to maintain the MRWSA competitive position.**
- 3. The regularly scheduled salary/wage range adjustment will be April 1st of each year dependant on funding. External market data (either gathered by MRWSA or ACWS) through salary surveys are a major factor in the initial establishment and future updating of salary/wage ranges. Market survey data and trends will be reviewed as required to monitor our competitive position. Adjustments to the ranges will be made after review and authorization of the Board of Directors, (dependant on funding).**

OTHER ADJUSTMENTS

- 1. There are instances that may occur at any time during the year that may necessitate a salary/wage adjustment action. The following guidelines are for use in such circumstances. It is not possible to provide guidelines for every circumstance. The Executive Director in consultation with the President of the Board will decide situations not covered by this guideline.**

STARTING SALARIES

All newly hired employees meeting the minimum entrance qualifications of their positions should be offered a starting salary/wage at or above the minimum of their salary/wage range.

COMPENSATION POLICY – GRANT STAFF

Staffs that are hired for a grant-funded program of one year or less, where there is no expectation of grant renewal will be paid the salary and benefits that have been negotiated with the agency.

SALARY/WAGE ADMINISTRATION

Policy – the salary/wage schedule shall include salary/wage grids into which each position is classified with a range with a minimum and maximum. No employee of MRWS shall be paid at a rate lower than the provincial minimum wage. Responsibility for the salary/wage administration policy rests with the Executive Director.

Payroll – All full-time employees will be paid a mid month advance by direct deposit at midnight on the 15th of every month and the balance of their monthly salary/wage at midnight on the last day of the month.

Payroll deductions of mid month, Income tax, Canada Pension Plan, Unemployment Insurance and other such benefits will be done so on the last payment of salary/wages of the month.

Salary/Wage payments on commencement or termination of service and deduction for absences are in accordance with the Employment standards Act. All qualified and Full-time employees are invited to participate in the Group RRSP, after the six (6) month probationary period, unless they have alternate coverage already in place.

The employee will pay shall pay their share of the group benefit, The employer at this time is not participating in the matching employer portion but will do so when MRWSA is financially able to do so, this will be reviewed for next year (2008)

Pay Periods

All full-time employees are paid monthly on the submission of a properly completed timesheet.

Relief staffs are paid at the end of each month on the submission of a properly completed timesheet.

03-02 Travel Allowance/Expenses

Designated employees who are required to use their automobiles for the MRWSA business shall be reimbursed for automobile mileage payable at the rate of \$.45 per kilometer.

All employees who use their automobile for shelter business will be required to show proof of insurance coverage and have a \$1,000,000 minimum coverage. Mountain Rose Women's Shelter Association Board Members, employees and volunteers, shall be reimbursed as follows, for expenses incurred in the performance of duties directly related to program administration and delivery of services. This does not include staff meetings, board meeting, volunteer meetings; travel will not be compensated as it is required under job descriptions to attend.

Mileage:	\$0.45 per kilometer or airfare (whichever is cheaper)
Accommodation	(receipts required)
Meals (allowance) Breakfast:	\$8.00
	Lunch: \$12.00
	Supper: \$17.00

The total per diem for meals may only be claimed if an employee is away for more than one full day, to a maximum of \$37 per day with receipts.

Mountain Rose Women's Shelter Association has a budgeted amount for travel and attendance at seminars, etc. All employees must receive prior approval from their immediate supervisor to receive accommodation reimbursements and subsistence per diem.

03-03 Termination/Severance Pay

Termination Pay

An employee will be paid accrued salary plus earned vacation pay (see Vacation, 02-07) on termination of employment.

Severance Pay

MRWSA is to provide severance pay when just cause or due notice is not provided. This practice is done without prejudice. Due notice is defined in the policy on Lay Off/Notice for Lay Off and Termination (02-09).

MRWSA reserves the right to initiate termination procedures where there is just cause or to begin the progressive discipline process at any of the intermediate steps depending upon the severity of the situation.

Policy Section: Personnel Policy	Date approved: March 2004
Policy 4: Code of Conduct and Ethics for Board Members and staff	Last reviewed: June 8, 2005 Last Date revised: November 2006

04-01: Conduct and Ethics

Board Policy Manual

Board Member Orientation

Regulations: New Board members will be provided with the following documents:
Must review and provide the documents related to:

1. The Mission Statement, Goals and Objectives of the Mountain Rose Women's Shelter Association
2. The MRWSA Bylaws
3. Employee Policy and Procedures
4. Copies of the most recent annual minutes/reports
5. Code of conduct of Board Members
6. Most Recent Budget(s)
7. History of MRWS
8. Board members list

A tour of the Mountain Rose Women's Shelter and the opportunity to meet staff.
Code of Conduct for Board and Executive Members

Belief Statement:

The Board of Directors of the Mountain Rose Women's Shelter Association firmly believes that responsibilities of board members extends beyond legal obligations and requirements, to this end all board members must conduct themselves in accordance with a code of conduct and those holding executive positions have further duties and obligations above regular board members.

Code of Conduct for all members of the Board of Directors of Mountain Rose Women's Shelter Association

- Attend meetings regularly
- Read background materials and minutes
- Be willing to serve on committees
- Speak up when have something to say
- Will not dominate discussion
- Keep comments relevant
- Listen when others speak

- Keep confidential discussion confidential
- Be open to community and staff feedback
- Receive and give constructive criticism
- Understand how to negotiate
- Give praise when due
- Be prepared to make decisions
- Conduct themselves in a manner consistent with the belief of the organization

Responsibilities of the Chairperson

- Chair all meetings or delegate the role to the vice-chair
- Start on time or as soon as a quorum is present
- Read the agenda to the meeting and give the members the opportunity to add or delete items from the agenda
- Call on reports from the treasurer, committee chairs and coordinator
- Have a good knowledge of parliamentary procedure
- Remain impartial in regulating discussion. Ensure all members speak and opinions are aired and respected
- Periodically summarize the points and show way to the next issue

Committee of the Whole (In-camera sessions)

1. Occasions may arise from time to time where it is in the best public interest to discuss sensitive matters in closed meeting.
 - Personnel matters involving clients and staff
 - Negotiation issues
 - Litigation issues
 - Acquisition/disposal of property
2. The Board may convene in-camera meetings only by proper resolution of the board. Such resolution shall be recorded in the minutes of the Board.
3. The Board shall, during the in-camera meeting, adopt only such resolution as is required to re-convene the Board in an open, public meeting
4. Board members and other person attending the in-camera meeting are honor-bound not to disclose the details of the discussion

04-02: Confidentiality

Each employee and volunteer must sign an Oath of Confidentiality. Each employee/volunteer and Board member, as a result of this Oath, is expected to adhere to the principles of confidentiality as they apply to matters involving clients, personnel, or Shelter business.

Employees, volunteers, Board members breaking this Oath of Confidentiality will be subject to discipline that may include termination.

04-03: Media Relations

This policy is intended to govern the manner in which personnel respond to media requests.

Members of the media may call the Shelter from time to time. Executive Director or President of the Board will answer these requests for information.

The following procedure will apply:

- 1) Only the Executive Director or President will deal with media requests.
- 2) In the event that neither is available, the staff member will take down the media reporter's name, telephone number and subject matter. They will advise the reporter that they will pass on their message to the Executive Director and/or President. The subject matter will not be discussed with the reporter.
- 3) The message will be relayed as soon as possible to the responsible person(s), who will respond as soon as possible.

04-04; Professional Conduct

MRWSA believe that guidelines and standards for workplace conduct are an integral component of the sound operation practices leading to an effective organization. MRWSA strives to develop and maintain a pleasant, efficient and fair work environment that fosters cooperation and understanding. In turn MRWSA expects its employees to demonstrate ethical behavior, cooperation, self discipline, efficiency and productivity and hence conduct themselves in a professional manner while on shift or while involved in the work of the shelter.

Parameters

- 1) All employees are expected to:
 - a) Be on time and ready for work at the beginning of the workday
 - b) Be careful and conscientious in the performance of their work
 - c) Be respectful and considerate to others
 - d) Be courteous and helpful when dealing with other employees, supervisors, volunteers, Board members, MRWSA members and the public

- e) Project a professional and business like image in dealing with other employees, clients, members, volunteers and the general public
- f) Public behavior of employees that reflect negatively on the shelter may be grounds for dismissal.
- g) No person shall undermine the inherent dignity and the equal and inalienable rights of all persons that is the foundation of freedom, justice and peace of the world.
- h) If the employee becomes aware of any non-therapeutic instances or issues they should address their concerns to the Executive Director.
- i) The staff shall not undermine the confidence of clients or staff with other staff.
- j) The staff shall not criticize the professional competence or professional reputation of another staff member; except in confidence to proper officials and after the staff person has been informed of the criticism in private.
- k) The staff member when making a report regarding the professional performance of another staff member does so in good faith, and prior to submitting the report provides the staff member with a copy of the report.
- l) The staff member does not take, because of animosity or for other personal advantage, any steps to secure the dismissal of another staff person.
- m) The staff recognizes the duty to report through proper channels administrative policies and practices, which the staff cannot in conscience, accept (namely first to the Executive Director and he/she takes it too the Board of Directors if need be).

2) Failure to comply with these expectation results in the disciplinary action up to and including termination. Examples of conduct that may require disciplinary action include, but are not limited to any of the following:

- a) Substandard job performance
- b) Failure to carry out job responsibilities
- c) Being absent from work without prior notification to the Executive Director and/or designate
- d) Excessive tardiness or absenteeism
- e) Unauthorized overtime
- f) Rudeness or discourtesy toward other employees, supervisors, clients, volunteers, board members and/or the public

04-05: Sexual Harassment

MRWSA strives to maintain a work environment in which all persons are treated with dignity and respect MRWSA has zero tolerance for violence and harassment. No employee is to be harassed by another employee, supervisor or Board member because of her/his gender, age, religion, race, national origin, mental or physical disability, sexual orientation or any other protected status.

Definition of Sexual Harassment: Sexual harassment is any unwelcome behavior that is sexual in nature. The Alberta Human Rights Commission defines sexual harassment as follows:

“Sexual Harassment, being discrimination on the grounds of gender, is a violation of the Individual’s Rights Protection Act. Unwanted sexual advances, unwanted requests for sexual favors, and other unwanted verbal or physical conduct on a sexual nature constitute sexual harassment when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment.
2. Submission to or rejection of such conduct by an individual affects that individual’s employment.”

Sexual harassment is illegal under the provisions of the Individual’s Rights Protection Act.

Sexual harassment can include such things as pinching, patting, rubbing or leering, dirty jokes, pictures or pornographic materials, comments, suggestions, innuendoes, requests or demands of a sexual nature.

The behavior need not be intentional in order to be considered sexual harassment. It is offensive and in many cases it intimidates others. It will not be tolerated within our Society.

Parameters:

- 1) A physical or verbal attack is any behavior that may involve, but is not limited to; name calling, threatening, swearing, hitting, pinching, use of a weapon, assault and battery and/or sexual harassment
- 2) Personal harassment is any unwelcome behavior, conduct or communication that is persistent, intimidating, offensive, embarrassing, and/or humiliating. Harassment is unwelcome, intimidating and offensive behavior that a reasonable person would be expected to know is unwelcome.
- 3) MRWSA does not condone and does not permit the harassment of any employee. Harassment includes but is not limited to the following:
 - a) Embarrassing, suggestive and/or threatening language

- b) Unwelcome physical contact, visual behavior that is sexual in nature and/or persistent invitations or requests for physical contact
- c) Displays of pornographic, racist, sexist and/or other derogatory materials
- d) Persistent and/or unwelcome remarks pertaining to a person's body, attire, age, gender, marital or family status, disability, race, color, sexual orientation, national origin or religion

4. Reporting of Harassment

Any employee who feels harassed has the right to file a charge with the Human Rights commission. MRWSA asks that before doing so the employee first follow the process outlined:

- a) An employee who believes that he or she has been treated in violation of this policy immediately reports the matter to the Executive Director
- b) If the Executive Director is not the appropriate person the employee speaks with the employee liaison and/or the Personnel committee
- c) The Executive Director or a member of the Personnel committee investigates the complaint or violation promptly and as discreetly as possible.

5. It is the responsibility of the Executive Director and/or Personnel committee to listen to all complaints and to refer them to the proper authority

9. The finding of harassment or violence toward any employee results in immediate disciplinary action, up to and including termination of the offending employee.

10. MRWSA does not retaliate against any employee who makes a claim of harassment.

11. It is the responsibility of the Executive Director to implement and educate employees of proper procedures of violence and harassment complaints (documentation, reporting forms, management, disciplinary action and/or termination and evaluation of policy)

Policy No: 04-04

Date approved: May 26, 2005

B) Dealing with Complaint: Sexual Harassment

- 1) Once a complaint is received, it will be kept strictly confidential. An investigation will be undertaken immediately and all necessary steps taken to resolve the problem. The Executive Director and Personnel Committee must be notified.

- 2) The Complainant and the alleged harasser will both be interviewed along with any individuals who may be able to provide relevant information. All information will be kept in confidence.
- 3) If the investigation reveals evidence to support the complaint of sexual harassment, the harasser will be disciplined appropriately. Discipline for an employee may include suspension or dismissal. Discipline for a volunteer or Board member may include suspension or removal from the Board or from volunteering. The incident will also be documented in the harasser's file. No documentation whatsoever will be placed in the complainant's file where the complaint is filed in good faith, whether the complaint is upheld or not.
- 4) If the investigation fails to find evidence to support the complaint, there will be NO documentation concerning the complaint placed in the file of the alleged harasser.
- 5) Regardless of the outcome of a sexual harassment complaint made in good faith, the protected from any form of retaliation by either co-workers or superiors. This includes demotion, denial of opportunities within the Shelter, as well as harassment of the individual as a result of her having made a complaint or having provided evidence regarding the complaint.

c) Responsibility of Management

It is the responsibility of the Executive Director, or any person within this Shelter supervising one or more employees or volunteers to take immediate and appropriate action to report or deal with incidents of sexual harassment whether brought to their attention or personally observed, under no circumstances should a legitimate complaint be dismissed or downplayed.

Mountain Rose Women's Shelter Association seeks to provide a safe, healthy and rewarding work environment for its employees. Sexual harassment will not be tolerated.

04-06: Computer, Internet/ Cell Phone Usage

All information on the MRWSA computers belongs to the shelter. The shelter retains the right to access this information at any time without prior notice. We offer employees access to the internet, which is intended to provide the ability to remain up-to-date on information related to the shelter operation. However there are also many non-shelter related sources of information that are available on the Internet, which can have a negative impact. Employees shall limit the use of the computer

equipment and Internet access to shelter business ONLY. Shelter computers are not for personal use, which includes installing or downloading software.

Cell Phones

Cell phones are also provided to some staff of MRWSA and only intended for business only and the number should not be given out to unauthorized individuals. Phones are to be left at the office when not required for shelter business.

All employees will sign *Appendix C – Employee Agreement Use of Computers, Internet and Cell Phone* acknowledging their understanding of this policy.

Policy Section: Personnel Policy	Date approved: March 2004
Policy 5: Corrective Action/Discipline/Termination practices	Last reviewed: June 8, 2005 Last Date revised: November 2006

Directive 05-01: Corrective Action/Discipline/Termination

Mountain Rose Women’s Shelter Association adheres to the philosophy of progressive discipline. This practice involves several steps;

- 1) Oral Counseling with documentation
- 2) Written reprimand
- 3) Final Warning: with a probationary period. This may also involve temporary suspension or loss of pay
- 4) Dismissal

Oral Counseling

In instances where an employee’s job performance is considered unsatisfactory, the supervisor meets with the employee in one or more oral counseling sessions to:

- a) Identify areas in need of improvement
- b) Encourage the employee to provide her perspective on the situation and to respond to the supervisor’s comments
- c) Communicate clearly to the employee what should be done to reach a satisfactory level of performance
- d) Establish a reasonable period of time for improvement to occur and a date to review progress made by the employee. Normally, oral counseling status will not exceed 30 days.

Progressive Discipline

After oral counseling in those infrequent instances where an employee's job performance continues to be unsatisfactory, the steps described below are taken by the supervisor to assist the employee in improving her performance. These first two steps – first written warning and final written warning – may occur at any time job performance is determined to be unsatisfactory. They do not necessarily coincide with the timing of the performance appraisal process.

First Written Warning

A first written warning occurs if performance does not improve to a satisfactory level following oral counseling.

The supervisor meets with the employee to:

- a) Review employee's overall performance
- b) Identify areas in need of improvement
- c) Outline a plan to assist the employee in performance improvement
- d) Establish a reasonable period of time in which the employee will be allowed to improve performance. This will normally be a period of days.
- e) Make clear that failure to improve will result in placing the employee on final written warning and the consequences of that step.
- f) Determine dates on which to review the employee's progress.

The supervisor documents this warning step. A copy is provided to the employee and another placed in the employees file.

Final Written Warning

In instances where job performance does not improve during the "first written warning" period, the employee is placed on final written warning.

The supervisor meets with the employee to:

- a) review the lack of progress against objectives outlined in the first written warning
- b) Make clear the employee will be terminated for unsatisfactory performance if performance has not improved to at least a satisfactory level during or by the end of the second written warning period, which will not exceed 30 days.

The Executive Director prior to any written warning being discussed with the employee and put into effect must notify the Personnel Committee.

Salary increase timing is extended by periods of written warning.

If an employee's performance improves to a satisfactory level, she is removed from progressive discipline status. The supervisor prepares a memo noting the performance improvement and the termination of counseling or written warning status. The new schedule for the next performance appraisal and salary increase is also established and noted in the same memo. However, a recurrence of the same or a similar performance problem can be grounds for termination without another series of oral or written warnings.

An employee on progressive discipline status may consult with the Personnel Committee.

Progressive discipline procedures may be implemented by supervisors where there is, but not necessarily limited to:

- a) Defective or unsatisfactory job performance
- b) Violation of Mountain Rose Women's Shelter rules or policy
- c) Fighting
- d) Challenging supervisor
- e) Unacceptable personal behavior
- f) Excessive absenteeism

All potential progressive discipline cases, which go beyond step one must be discussed with the Personnel Committee before additional steps are taken.

Termination

Employees are subject to dismissal for any just cause at any time. A just cause may be one or any combination of disorderly conduct, insubordination, inefficiency, dishonesty, theft of property or supplies, frequent illness without a doctor's certificate, intoxication and/or consumption of alcoholic beverages while on duty, infraction of regulations or any other reason in the opinion of the Executive Director and/or Personnel Committee which may affect smooth operation of the Shelter.

Revealing confidential and/or personal information with respect to clients or their families will result in termination of employment.

An employee who in the opinion of the Executive Director and the Personnel Committee, cannot qualify to become a permanent member of staff will be terminated prior to six months employment.

Mountain Rose Women's Shelter Association reserves the right to initiate termination procedures where there is just cause or to begin the progressive discipline process at any of the intermediate steps depending upon the severity of the situation.

05-02: Review of Disciplinary Action

An employee who has been notified of disciplinary action may request that the Personnel Committee review the action. The request must be made within 15 days of receipt of the notification. While this is considered to be a reasonable period and no rights exist beyond this point, the Personnel Committee may exercise discretion in allowing reviews after the time limit has expired if in their opinion there are good and sufficient reasons for the delay.

The Personnel Committee may establish whatever review procedures are appropriate provided that the aggrieved employee is not denied the opportunity to present a case orally or in writing. This policy requires that the employee be notified within 30 days whether the disciplinary action is to be upheld, modified or rescinded, it is expected, however, that such a review will normally be concluded within 5-10 days. Under exceptional circumstances the 30 day period may be extended if both the Personnel Committee and the employee agree.

The Personnel Committee reply must be in writing and should be delivered by hand or registered mail. If it decided that the disciplinary action is to be rescinded, then the notice of disciplinary action and any material related to the review should be removed from the employee's file.

05-03: Staff Grievance

It is the policy of the Board to provide for an orderly system of resolving differences so as to promote a harmonious and cooperative relationship between the Board and its employees.

The term grievance shall mean that if and when an employee is particularly dissatisfied with the terms of employment, working conditions, discipline, and discrimination and would like specific action to be taken to resolve the situation. (It is expected that the employee has exhausted all other avenues of resources before proceeding to the procedure. The person is therefore advised to follow the route of grievance as outlined below.

An employee shall submit, in writing, her complaint to the Executive Director within seven (7) days of the occurrence, which forms the basis of the complaint. This written statement shall contain details of the grievance and the action or issue in question, as well as the employee's opinion as to what adjustments need to be

made regarding the incident. The employee shall date and sign her grievance. One copy will be kept by the employee, and another copy placed in her file, a copy kept by the Executive Director, and a copy forwarded to the Personnel Committee by the Executive Director.

The grievance will then be discussed with the Executive Director.

The Personnel Committee shall respond in writing within fourteen (14) days of receipt. The Board's decision shall be final.

An employee shall not discuss her grievance with individual Personnel committee members prior to the written grievance being submitted to the Personnel committee.

Should the Executive Director wish to file a grievance, she will do so to the Personnel Committee. The grievance will then be reviewed and resolved by the Personnel Committee members. The Personnel Committee documents this warning step. A copy is provided to the employee and another is placed in the employee's file.

Policy Section: Personnel Policy	Date approved: March 2004
Policy 6: Employee Evaluations Practices	Last reviewed: June 8, 2005 Last Date revised: November 2006

Directive 06-01: Performance Appraisal

Mountain Rose Women's Shelter Association performance appraisal process is designed to ensure that employees and their supervisors have regular opportunities to review the employee's job performance and career plans. The appraisals also provide the basis for salary increases and information for promotions.

A regular evaluation of each employee's performance is completed on the following basis.

- a) At the end of the six months probationary period
- b) On the anniversary date of employment.
- c) At any time deemed necessary
- d) The Personnel Committee shall evaluate the Executive Director
- e) The Director and an appointed member of the program to which the staff member is responsible (i.e, Outreach) shall evaluate that employee's performance.

- f) The Director shall evaluate administrative/volunteer coordinator positions.
- g) A copy will be kept in the employee's personnel file

All employees will meet with the Executive Director to have discussion on any goals to be worked on. A record of this meeting will be kept in the employee's file.

06-02: Job Classification System

All jobs at Mountain Rose Women's Shelter Association are described by means of a formal job description. The purpose of the job description is to establish in a concise but complete manner the essential duties and responsibilities of a particular job. Job descriptions may be updated and revised periodically.

The Personnel Committee evaluates each job description, before submitting to the Board for approval.

Existing Position

Any employee and/or supervisor may request that a particular job be re-evaluated. Requests should be made to the Executive Director, who will forward the request to the Personnel Committee. The Personnel Committee and Executive Director will determine if a job description needs to be revised and will make needed revisions.

New Position

When a new job is created, the Executive Director along with Personnel Committee will develop a job description. This procedure should be completed before any hiring for such a position.

Policy Section: Personnel Policy	Date approved: March 2004
Policy 7: Employee & Volunteer Records	Last reviewed: June 8, 2005 Last Date revised: November 2006

07-01: Employee Confidential Personnel File

The official confidential file of an employee is designed as that file maintained by the Executive Director. The file will include all reasonable and pertinent documentation that pertains to the employee.

Employees have a right to view their file upon making a verbal or written request to the Executive Director.

As employee's files are reviewed for promotion opportunities, employees should ensure that copies of continuing education records and other relevant information are forwarded to the Executive Director for inclusion in their files.

Files of terminated employees will be kept for a minimum of 3 years as set out in Employment standards regulations.

Each file will include:

- a) Name, address, date of commencement, telephone number, Social Insurance Number
- b) Resume
- c) Oath of Confidentiality
- d) Information on the Child Welfare check
- e) Information on the Criminal Record Check
- f) Training records
- g) Performance evaluation records
- h) Key sign-out form, and
- i) Any other records and documentation deemed necessary

07-02 Directive: Volunteer Confidential File

A personnel file will be maintained for every volunteer. It is the responsibility of the Executive Director or a designated Volunteer Coordinator to maintain this file. Each Volunteer's file will include:

- a) Name, address, date of commencement for volunteering, telephone number
- b) Oath of Confidentiality
- c) Information on the Child Welfare Check
- d) Information on the Criminal Record Check
- e) Training records
- f) Any other records and documentation deemed necessary

Policy Section: Personnel Policy	Date approved: June 24, 2014
Policy 8: Leave of Absence Practices	Last reviewed: May 15, 2014 Last Date revised: June 24, 2014

08-01: Reporting of Absence

Supervisors or designates must check to ensure that employees have noted their absences properly on their time sheets.

Employees who are absent for more than three of their consecutive workdays and who have not notified their supervisor of their absence either prior to or during this period will be considered to have resigned their position.

Any employee who is absent without prior authorization will communicate the reason for absence to her supervisor before the commencement of her regular shift.

08-02: Sick Leave

A maximum of 8 hours paid sick time per month will be granted for full-time permanent staff. Relief staff do not qualify for sick time pay. Sick days are not cumulative from one year to the next and unused sick time will not be paid out at year end or at termination of employment. Therefore sick time will be based on 96 hours per annum and will be calculated from January 1 to December 31.

Procedure

- 1) The Executive Director must be notified when sick and the Sick Leave Form must be submitted as soon as possible. In the case of the Executive Director being ill, a designated Personnel member and the Executive Director or her/his designate must be notified.
- 2) Illness lasting longer than ten (10) consecutive working days for the Executive Director may require a special Board meeting to discuss courses of action necessary for the successful operation of the Shelter.
- 3) It is a reasonable expectation that shift workers will schedule all medical and dental appointments on days off.
- 4) All employees who are on the MRWSA Benefit Plan are eligible for short term disability after 7 consecutive sick days. The employee must complete the appropriate Benefit Claim Forms to receive the short term disability.
- 5) All employees who are on the MRWSA Benefit Plan are eligible for long term disability after 3 months of consecutive sick days. The employee must complete the appropriate Benefit Claim Forms to receive the Long term disability.
- 6) Any employee who is not on the MRWSA Benefit Plan or has over extended the Plan may apply for Employment Insurance Disability benefits when requiring longer term sick leave. A medical Leave of Absence may be granted.
- 7) Employees requiring sick leave as a result of stress or mental fatigue may be required to attend counseling at the request of the Executive Director.
- 8) Eligible Employees are permitted to use up to three (3) days or 24 hours of personal sick leave per year in order to attend to the illness of a dependent

child. Each day used will be deducted from the employee's sick leave hours.

- 9) All sick leave must be recorded on the "Sick Leave Form" and be attached to the time sheet during the month on which the sick leave was taken.

08-03: Medical Certificates

Medical certificates will be requested for any short term and long term disability, (see Sick Leave/Short Term Disability, 08-02) and should be submitted to the Executive Director for retention on the employee's file.

Failure to provide medical certificates may result in disciplinary action.

Supervisors are responsible for ensuring medical certificates are submitted as required.

The purpose of the medical certificate is to give Mountain Rose Women's Shelter Association a clear indication as to if and when the employee is expected to return to work. This should assist the Shelter in determining how the employee's workload may be handled during the expected absence. This completed medical certificate will be retained on the employee's file together with any other medical certificates submitted during periods of illness.

Mountain Rose Women's Shelter will not be responsible for any charges to obtain the medical certificate.

08-04: Extended Leave

Extended leave of absence may or may not be granted and is without pay.

The Executive Director will make a decision. In cases where the Executive Director applies for leave of absence, the Board of Directors will make the decision.

Requests should be made in writing to the Executive Director are subject to their approval by same. The best interests of the Society must be the determining factor as to whether such leaves are granted.

The employer does not pay benefits such as Canada Pension while the employee is on any leave of absence. The employee also does not accrue annual leave, sick leave, and does not get for statutory or named holidays. The employee also has no time deducted from their annual leave, sick leave, or overtime accumulated to cover the time off taken during a leave of absence.

The Association may deem it necessary to enter into a contract with the employee during the leave of absence.

An employee who is granted a leave of absence without pay must make the commitment to return to work at the end of the leave.

08-05: Parental Leave; Maternity and Adoption

Maternity Leave/Adoption

The Employment Standards Code as it relates to Maternity Leave governs this policy:

PARENTAL LEAVE

MRWSA will grant parental leave to an employee as follows:

1. An employee entitled to maternity leave shall not have a period of more than thirty seven (37) weeks of parental leave immediately following maternity leave.
2. a parent who has been employed by MRWSA for at least fifty-two (52) consecutive weeks shall receive a period of not more than thirty-seven (37) consecutive weeks within fifty-two(52) weeks after the child's birth.
3. In case of an adoptive parent who has been employed by MRWSA for at least fifty-two (52) consecutive weeks shall receive a period of not more than thirty-seven (37) consecutive within fifty-two(52) weeks after the child is placed with the adoptive parents for the purpose of adoption.
4. An employee must give MRWSA at least six (6) weeks written notice of the date the employee will start parental leave unless: the medical condition of the birth mother or child makes it impossible to comply with this agreement; the date of the child's placement with the adoptive parent was not foreseeable.
5. MRWSA may not terminate the employment of, or lay off, an employee who has: started her maternity leave or is entitled to or has started maternity leave.
6. An employee must give MRWSA Executive Director at least four (4) weeks written notice of the date on which the employee intends to resume work and in any event must give notice not later those four (4) weeks before the end of the Leave Period to which the employee is entitled.
7. An employee must resume work on the date specified in the written notice or immediately following the end of the Leave Period, as the case may be, and if the employee fails to return to work on that date the employee is not entitled to resume work unless the failure to provide the notice resulted from unforeseeable or unpreventable circumstances.
8. Where an employee is entitled to resume work under this section MRWSA will reinstate the employee in the position occupied when the maternity or parental leave started or provide the employee with alternative work of

comparable nature at not less than the earning and other benefits that had accrued to the employee when the maternity or parental leave started.

9. An employee who does not wish to resume employment after maternity or parental leave must give MRWSA at least four (4) weeks written notice of intention to terminate employment.

08-06: Special Leave

A. Bereavement leave of five (5) days with pay will be granted in the event of the death of the employee's spouse (including common-law spouse), or any of the following relations of an employee or spouse (including common-law spouse), parents, guardian, parent-in-law, grandparent, grandchild, son, daughter, brother, sister, or the husband or wife of any of them. Other circumstances will be considered on an individual basis.

Bereavement leave may be extended by two unpaid days if desired. Bereavement leave will not apply to employees on a leave of absence. It will however apply to employees on sick leave or vacation leave.

In the event of the death of a friend or relative who is not immediate family, up to one full day off with pay may be granted to attend the funeral service.

B. Compassionate Leave

An Employee who requires time off from work to provide care or support to a family member who is gravely ill with a significant risk of death may be granted special leave without loss of pay upon approval by the Executive Director and/or Personnel Committee. The maximum leave available is 5 days in a calendar year. The circumstances under which special leave may be approved are as follows:

- (a) illness within the immediate family – up to Five (5) days
- (b) attend funerals as pall-bearer or mourner, for persons not listed below – time off not to exceed one (1) day

Immediate family means spouse, benefit partner, child, parent, or grandchild.

Compassionate Leave will not apply to employees on a leave of absence. It will however apply to employees on sick leave or vacation leave.

08-07: Time off – Court Appearances (Jury Duty, Witness Leave)

Employees summoned or subpoenaed as a member of a jury or as a witness or defendant to appear in court in their official capacity to give evidence, shall be allowed leave with pay.

Any reimbursement from the court shall be reimbursed to the employer. If the remuneration from the Court exceeds the employee's regular pay she may choose to keep the remuneration but may not be paid their regular wage for that time period.

This policy does not apply to employees pursuing their own personal legal matters.

The employee shall provide the employer with proof of service from an Officer or Clerk of the court.

08-08: Personal Leave Days/Mental Health Day

All qualified full-time employees are entitled to one paid personal/Mental health day off with pay per three month period, arrangements of entitled day to be made with the Executive Director at a mutually agreeable time.

Policy 08.09 Payment of Benefit Premiums

- a) MRWSA shall offer the following benefits to all full-time and qualifying (20 hours per week) part-time employees:
- short term disability
 - long term disability
 - optical, medical and dental coverage
 - RRSP

Optical, medical and dental plan premiums for qualifying part-time employees are calculated on a pro-rata basis.

- b) During periods of active employment with MRWSA premiums and contributions for the benefit plans referred to in 08.08 (a) shall be paid on a 50/50 cost shared basis between employer and employee. Employees on short-term disability and maternity leave shall be considered to be in active employment with MRWSA.
- c) Optical, medical and dental plan premiums shall be 100% employee paid once short-term disability or maternity leave expires and long-term disability leave or parental leave commences.
- d) The maximum period of time allowed for arrangements under 08.08 (c) shall be twenty four months.

- e) Employer contributions to employee RRSP shall be suspended upon the employee commencing short-term disability, long-term disability, maternity or parental leave. Employer contributions shall resume upon the employee's return to work with MRWSA.

Approved by Board March 15, 2012

Policy Section: Personnel Policy	Date approved: March 2004
Policy 9: Professional Development Practices	Last reviewed: June 8, 2005 Last Date revised: November 2006

09-01: Professional Development

In recognizing that the effectiveness of the MRWSA depends primarily on a highly skilled staff, the Shelter will support a program aimed at ensuring that our staff grow and achieve their maximum potential. MRWSA will annually allocate funds from the budget for professional development.

New staff will be provided with 4 days of orientation sessions, which will include but limited to a program of shadowing a senior staff member. Responsibility for planning and executing of the orientation process will rest with the Executive Director.

- 1) Any course relating to professional development will be required as well as payment covered by MRWSA, any amount over or above will be brought to the Executive Director for approval.
- 2) Staff will be paid up to 2 hours per month for staff meetings, attendance is MANDATORY, if staff is unable to make it due to unforeseen circumstances; weather; Night staff not required to attend; other shelter business (Outreach) please inform the Executive Director as soon as possible, travel claims too staff meetings will not be approved as staff meeting are MANDATORY. (Please try to make any appointments for days off or utilize lieu time.
- 3) The cost of any course required for Professional Development after completion of Probationary period will be covered by MRWSA. Time spent taking course will be taken as lieu time if it falls outside of regular working hours. This will not include any training costs for pre-employment requirements.
- 4) Any updating of First Aide and CPR training, suicide training, the shelter will cover as it is required that all staff keep professional development upgraded
- 5) All staff will be paid up to 2 hours of travel time (one way of hours) for training; (staff receive mileage which are to be submitted with a

completed travel expense claim form with their time sheet at the end of each month., this mileage can however be claim as a round trip). (ex) if your are traveling to a conference, training workshop and you leave on a Saturday you will be entitled too two hours of travel time plus, the time spent at the training up to 8 hours, however you will not be entitled for the hours of traveling home.

Policy Section: Personnel Policy	Date approved: December 2010
Policy 10: Fundraising and accountability	Last reviewed: Last Date revised:

10 – 01 Fundraising: Third Party Events

Any external individual, organization and/or special interest group planning to solicit donations on behalf of Mountain Rose Women’s Shelter must complete a “Special Event Fundraising Form” which will contain:

1. The name of the individual, organization and/or special interest group
2. The name, address, telephone number and where possible, e-mail address of the organizers including the name of the individual responsible for the administration of the activity
3. The purpose of the fundraising project
4. The form of advertising to be used for the event
5. A copy of any solicitation material to be used
6. The amount of funds the group hopes to raise
7. The target donors for solicitations
8. The proposed start date of the activity and its duration
9. A request for permission to use the MRWSA logo as required

PROCEDURE:

1. Complete the attached “Special Event Fundraising Form” and maintain on record

10 - 02 DONATION PROTOCOL/ RECEIPT PROCEDURE (Approved March 15, 2012)

SHOULD ANY RECEIPT BE INCORRECT **DO NOT** DESTROY THE ORIGINAL (TOP COPY) – IF TORN OFF THEN STAPLE BACK INTO BOOK WITH BOOK COPY.

Donations: Cash or Cheque:

1. Receipt into Official Income Tax Receipt Book.

- a. if cheque place cheque # on receipt and write receipt # on cheque Please write out full address on receipt and phone number if available.
- b. If cash note on receipt that the donation was “Cash”. Please obtain full address and phone number and write on receipt
- c. Original copy to be given or mailed to the donator.

**Cash or cheque in for service (i.e. Safe ride)
or item purchased (i.e. auction item)**

1. All items to be receipted into **General** receipt books (these will be in triplicate).
 - a. original goes to person providing cash or cheque (address not necessary but obtain phone number).
 - b. the 2nd copy will accompany the cash or cheque to the accountant
 - c. the 3rd copy stays in the receipt book

NOTE: All cash is to be placed in an envelope. On the outside of the envelope write:

- the donor/payers’ name
- the amount of cash that is in the envelope and
- the receipt #

GIFT IN KIND DONATION:

2. For items donated that have a value attached (i.e. silent/live auction items or substantial items for office of good condition)
 - a) issue a receipt from the “Gift in Kind” receipt book for the fair market value of the item(s). Full address and phone number required. If Cash is paid please note on receipt, if cheque is paid please write cheque # on receipt and receipt # on cheque.
NOTE: items at value over \$1,000 must have two “quotes” or “estimates” validating “fair-market” price of item)

Policy 10.3.: Ethical Fundraising Policy (Approved May 6, 2014)

Policy Statement:

Mountain Rose Women's Shelter Association (MRWSA) undertakes to adhere to the *Charitable Fundraising Act of Alberta* in its treatment of donors and the public, its fundraising practices and its financial transparency, and to be accountable through its Board of Directors for doing so.

Procedures:

1. MRWSA shall maintain its charitable status through the Canada Revenue Agency
2. MRWSA shall maintain its charitable status through Service Alberta under the Charitable Fundraising Act
3. Information that must be provided during a solicitation:
 - MRWSA logo and/or name including contact information
 - The charitable purpose for which contributions will be used
 - The cost of fundraising & how much is expected to be raised
 - The incorporation number
 - The name and phone number of the Executive Director whom the donor can call for further information
4. MRWSA shall maintain complete and accurate financial records of its operations and records regarding solicitations made in Alberta for at least three years
5. MRWSA shall prepare and issue official Income Tax receipts for monetary gifts and for gifts –in-kind pursuant to MRWSA Policy 10: Fundraising and Accountability and in compliance with all regulatory requirements
6. MRWSA will provide the following information to potential donors and/or donors when requested:
 - Most recent audited financial statement
 - Most recent Annual Report
 - Solicitation and/or campaign materials
 - The charitable purpose for which the contributions will be used
7. MRWSA shall honour donors' requests to remain anonymous in respect to:
 - Being publicly identified as a supporter of the organization
 - Having the amount of their contribution publicly disclosed
8. MRWSA will respect the privacy of donors. All donor records will be kept confidential and MRWSA will not share 'donor lists'
9. MRWSA shall not, directly or indirectly, pay finder's fees, commissions or percentage compensation based on contributions
10. MRWSA Board of Directors shall be informed at least annually of the number, type and disposition of complaints received from donors or

prospective donors about matters that are addressed in this Ethical Fundraising Policy

Policy 10.4.: Management of Funds Policy

Policy Statement:

Mountain Rose Women’s Shelter Association will adhere to Standard Accounting Practice in compliance with the Canadian Revenue Agency as a registered charitable organization to ensure financial transparency and to be accountable through its Board of Directors for doing so.

Procedures:

1. The Mountain Rose Women's Shelter Association follows the deferral method of accounting for contributions.
2. The Association adheres to the policies that are in place and approved by an independent auditing firm for all revenues, expenses and payroll (See appendix 5, 6, and 7)
3. The Association utilizes accounting software that is password protected for all financial monitoring and recording.
4. All services at MRWSA are provided free of charge for all basic emergency services provided to families impacted by domestic violence
5. The Board of Directors provide financial oversight through approval of annual budget, monthly monitoring and audit review.

Policy Section: Personnel Policy	Date approved: March 2004
Policy 11: Working Alone Safely Practices	Last reviewed: June 8, 2005 Last Date revised: November 2006

11 – 01 Mountain Rose Women’s Shelter Association will adhere to Alberta’s Occupational Health and Safety Act Working Alone Best Practices.

Policy Statement:

Mountain Rose Women’s Shelter is committed to the health and safety of employees, clients and visitors. MRWS will comply with its legislative responsibilities whenever incidents that cause or have the potential to cause injury or property damage occur. MRWS investigates incidents to identify factors that will reduce or eliminate the hazard causing the incident.

SPECIFIC GUIDELINES

Reporting of accidents must meet the legislative requirements of the Worker's Compensation Act of Alberta and the Alberta Occupational Health and Safety Act, Regulation and Codes.

PROCEDURES:

- 1. Employees experiencing work related injuries or illness must report their condition to their too the Director ASAP after being injured or identifying the illness.**
- 2. Employees who do not consult a physician or chiropractor for work related injuries or illnesses must complete and Injury/Incident/Concern Report form and forward to the Director**
- 3. When employees consult a physician or chiropractor, they must complete the WCB Workers' Report of Injury or Occupational Disease form. The completed form is forwarded immediately to the Director.**
- 4. The Director completes the WCB Employers' Report of Injury or Occupational Disease form.**
- 5. In the event of a serious injury or illness where employees are unable to complete the WCB form, supervisors will provide as much information as possible.**
- 6. By legislation a completed WCB form must be forwarded to WCB within 72 hours of notification of the injury. A copy of front page of the Workers Report form is sent back to the injured employee and one is maintained in their file**
- 7. The Director is responsible for conducting an accident investigation for each reported injury.**

B. CLIENTS WITH INJURIES/ILLNESS

- 1. Clients experiencing injuries or illness must report their condition to the Crisis Worker on shift immediately after being injured or identifying the illness.**
- 2. Clients along with Crisis Worker staff assistance complete the Injury/Incident/Concern Report form if the injury or illness does not require consultation with a physician or chiropractor. The completed form is forwarded to the Director.**
- 3. Clients who consult a physician or chiropractor complete the WCB Workers' Report of Injury or Occupational Disease form & forwarded to the Director. The staff then complete the front page and forward to the director.**

An employee is considered to be working alone if they are in a circumstance where assistance is not readily available when needed. Situations where MRWS employees may work alone are:

- (a) When traveling away from the office to meet clients, pick up supplies, or attend a meeting.
- (b) When on the premises after or before regular hours.
- (c) When/during Crisis Worker schedule work day (as there is only one staff per shift)

It is the policy of MRWS to ensure the safety of employees when they work alone.

When an employee is required to work alone, the MRWS will:

- (1) Conduct a hazard assessment to identify existing or potential hazards arising from the conditions and circumstances of the work (appendix 1)
- (2) Develop a safe visit plan, if there is a potentially unsafe situation (Outreach workers) (appendix 2)
- (3) Establish an effective means of communication between the employee and persons capable of responding to the employee's needs.

A. TRAVELLING AWAY FROM THE OFFICE ALONE

- **Conduct a hazard assessment.**

Prior to traveling away from the office, you must evaluate the risk that may be involved:

Outreach Workers – you will be working most of the time with clients either in their homes or in a public location – so it is very important that you know how to keep yourself safe. The following guidelines will help you develop good habits and instincts for keeping yourself safe.

- (1) Inform staff (Executive Director, Volunteer Coordinator/Office Admin/Crisis Worker of your departure and confirm that you will call the office upon your arrival to your destination.
- (2) When leaving your destination call into the office informing staff that you are leaving and when to expect your arrival back at the office
- (3) Be vigilant and aware of your surroundings at all times
- (4) Carry a fully charged cell phone at all times. Have 911 on speed dial
- (5) Leave a list of the day's scheduled appointments with your supervisor or colleagues
- (6) Maintain regular contact with the office throughout the day (when out)
- (7) Call your client an hour before the visit to confirm the appointment and ensure that the circumstances have not changed
- (8) Wear comfortable and appropriate clothing (e.g., avoid wearing scarves, wear shoes you can move quickly in)

- (9) Arrange for visits in a public place anytime you have safety concerns (e.g., the shelter, coffee shops, etc.) or conduct the session by phone
- (10) Have a co-worker accompany you if you have safety concerns
- (11) Outreach staff to provide location of visits to your Director and colleagues with: Address, range road numbers, phone numbers if applicable, etc.
- (12) Have a code word that you can use to indicate danger: a Quote has been developed to indicate when Outreach staff feels they are in danger: “She will say that her next appointment is in Drayton Valley (an area the shelter does not service) and the office contact knows to call the police.
- (13) Evaluate the client or supplier’s behavior.
- (14) Evaluate the location (unsafe area, isolation, poor lighting, and unlit parking).
- (15) Any safety concerns regarding pets, weapons, second-hand smoke, mental health issues, addictions, TRUST YOUR INSTINCTS.. If you have any safety concerns, arrange to meet your client at a public location. presence of dangerous items (weapon, vicious pets).

BEFORE THE VISIT- when scheduling a visit be sure to gather enough information to be able to assess whether or not you are comfortable meeting in the clients’ home. Before the visit, find out:

- (16) The history of violence
- (17) Nature of relationship, living arrangements
- (18) Whether anyone else will be present
- (19) The predictability of the abuser (Is her likely to arrive home unexpectedly? Are there drug and alcohol issues? Are there any mental health issues? Has a restraining order been issued?)
- (20) Review any previous history of client and location.

During the visit:

As you approach the site of a home visit:

1. look for anything that might indicate that the situation is unsafe (e.g., unexplained vehicle in the driveway; all of the curtains and/or blinds shut)
2. Listen briefly at the door before knocking
3. Knock on the door and stand to one side

Once inside the house:

1. make a mental note of all exits
2. keep car keys within reach
3. do a quick check for behavioral indicators that might suggest that the situation is unsafe
4. Ensure your access to the door is not obstructed (e.g., Position yourself so that on one is between you and the door)
5. Always have an escape route planned

If your safety becomes threatened:

1. Leave immediately
2. If someone tries to prevent you from leaving, try to remain calm. Do whatever you can to de-escalate the situation. Talk quietly and explain that you are expected back at the office.

Police involvement.

Although it is difficult to involve the police at an early stage, or until after a situation has occurred, it is imperative that the RCMP be notified as soon as possible, if an employee working alone may be in danger.

03 B. WORKING ALONE AFTER HOURS

- **Hazard assessment.**

The same hazards –hold-up, kidnapping and extortion, which exist during regular business hours, exist after hours. Therefore, all staff must follow the standard safety procedures when working alone after hours.

- **Reduce the risk.**

If you are working alone after hours, ensure that the following safety measures are in place:

- (1) Keep panic button on your persons at all time (shelter staff)
- (2) Arm the security system.
- (3) Notify a designated person.

Inform other clients of RED ALERT

- **Communication**

Prior to working alone in the office, arrange for regular check-ins with a designated person,(Executive Director) if or when there is potential danger especially when on REDALERT.

- **Police involvement.**

Although it is difficult to involve the police at an early stage, or until after a situation has occurred, it is imperative that the RCMP is notified as soon as possible if an employee working alone may be in danger.

PERSONNEL POLICY REVIEW COMMITTEE

To ensure that the personnel policies are regularly reviewed and updated to reflect the changes in the workplace and needs of the staff and that staff have the opportunity to learn about and have input into the development of policies established by the Board of Directors.

The committee will consist of up to two representatives from the staff of MRWSA, the Executive Director, Treasurer and the Board President.

The committee will meet on an ad hoc basis, with at least one meeting annually.

Appendix 1 – Hazard Assessment Checklist

Yes No N/A EMPLOYEE TRAINING

- ___ ___ ___ Are employees trained and competent to work alone safely?
- ___ ___ ___ Are employees trained to recognize potentially violent situations?
- ___ ___ ___ Are employees trained in non-violent responses to threatening situations?
- ___ ___ ___ Have employees been instructed to follow safe work procedures when Working alone?

VISIBILITY

- ___ ___ ___ is there good visibility in the workplace to discourage someone from looking into the building.
- ___ ___ ___ Are all indoor lights bright and working properly.
- ___ ___ ___ is lighting bright in the parking and adjacent areas?

SECURITY SYSTEM

- ___ ___ ___ Do you have a security system?
- ___ ___ ___ Do you post signs in prominent places to publicize the use of the security System?

COMMUNICATION

- ___ ___ ___ Do you have an effective means of communication for employees to contact Persons capable of responding when employees need immediate assistance?
- ___ ___ ___ Is there regular telephone or cell phone contact with designated persons?
- ___ ___ ___ Are emergency telephone numbers prominently displayed and readily Accessible by employees?

Appendix 2 – Safe Visit Plan – Outreach workers

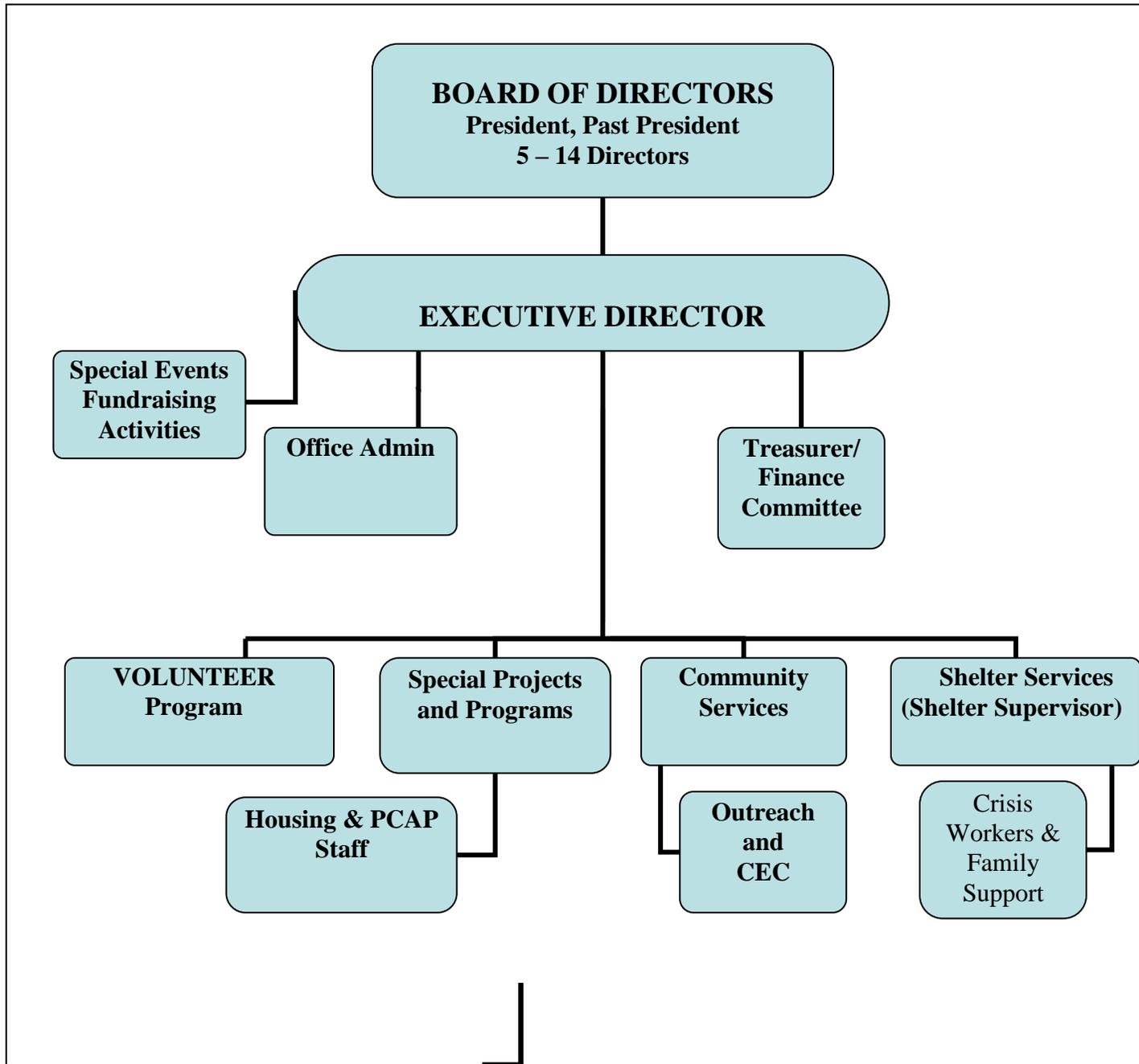
Yes	No	N/A	Evaluate the visit based on risk awareness, taking into consideration The following:
___	___	___	Client behavior?
___	___	___	Location (unsafe area, isolation, poor lighting, unlit parking, unsafe Building)?
___	___	___	Presence of dangerous items (weapon, vicious pets)?
___	___	___	previous case history of client and location?

Safe Visit Plan for High Risk Situations

___	___	___	Use of a cellular telephone to maintain regular contact with the office?
___	___	___	Phone designated persons prior to and after leaving the client’s premises?
___	___	___	“Buddy system” – arrange for a second person to accompany the Employee in a high-risk situation while on the visit.
___	___	___	arrange to meet the person at a safe location?
___	___	___	Use of security services?
___	___	___	Defer visit until proper safety measures can be met?

Hierarchy
Appendix 3

Organizational Chart



Appendix – 4

Employee Agreement Use of Internet/Computers/Cell Phones

In Consideration of my employment with Mountain Rose Women’s Shelter I hereby agree that I will conform to all rules laid out in the Internet and Cell Phone Policies and will not:

- Download anything from the Internet onto the computer system of MRWS without obtaining approval from my Supervisor
- Use computers for Private or Personal Business and/or gain
- Use Computers for any illegal purpose or transmit any threatening, obscene or harassing message.
- Use cell phones for personal calls

And will:

- Exercise caution/discretion when giving out the cell phone numbers
- Leave the cell phone at the office when not on Shelter business (i.e. vacation)

Dated this _____ Day of _____ 20 _____.

Name (Please print)

Signature

Witness

Appendix – 5

PURCHASES, PAYABLES AND PAYMENTS

Payables

Only authorized staff may make a purchase on account. All vendors have been provided with a list of employees that are able to charge. Vendors are required to check the list before allowing any charges to be processed. Employees are required to receive authorization from the Executive director before making any purchases.

When the mail arrives at the Women's Shelter the Office Assistant or Executive Director, Cindy Easton opens the mail. **All invoices are stamped with the date received.**

The invoices are then given to the **executive director, who checks the invoices for authenticity and approves all invoices for payment.** The Executive Director codes / project-assigns all of the invoices and processes for payment. Once cheques are issued the cheques are signed the President, Vice-President, Secretary and/or the Treasurer. All cheques require two signatures.

The Executive director authorizes all general purchases and the Office Assistant is the main person to make all purchases for the office and the Shelter Supervisor makes all purchases for the shelter.

Payments

Executive Director processes cheques at least bi-weekly. The cheque generation date and posting date are the same. All cheques are issued in numerical sequence. (Invoices are not posted in Simply until paid)

Once cheques are issued the invoices are stamped posted and the Journal Number is recorded on the invoice.

Every payment must have an invoice before payment is issued. **Each cheque is signed by 2 authorized board members and the attached invoice is initialed by the signatories when the cheque is signed.** A Bank Transaction report is presented with each bundle of cheques to ensure the signatories can cross reference cheques being signed to the report. This report also shows all deposits made in that pay period and includes payroll which is completed by CAFT.

Note: the Executive Director does not have signing authority for cheques.

Cut-off

At yearend the Executive Director holds open the GL until she is sure that all expenses that pertain to the year under review have been recorded.

Purchase of Capital Assets

Board approval is not required as long as the expenditure is within the budget.

General Journal Entries

General journal entries are used to record transactions pertaining to grant funding, project reallocations, etc.

Appendix – 6

SALES, RECEIVABLES AND RECEIPTS

Donations

Donations received are 93% cheque, 5% cash, and 2% Gifts-in-kind.

The donation receipt books are kept in a locked drawer at the front counter. The board has decided that the minimum amount that a receipt is issued for is \$10.00. (There is a separate book for “Gifts-in-Kind”)

See board approved (March 2012) Policy and Procedure regarding Donations

Fundraising

The association does various fundraising activities including:

- Romance and Roses
Romance and Roses is the largest independent event ran by the Women’s Shelter. **Admission tickets are pre-numbered and sold in numerical sequence.** This allows for reconciliations between the cash received and tickets sold. **The Executive Director prepares the reconciliations,** with assistance of Rn’R committee. The Women’s Shelter also uses drink tickets to control the sale of liquor at the event. Again this allows for reconciliations between cash received and total drink tickets sold. The reconciliations are completed by the Executive Director and Office Assistant the night of the event and when preparing the deposits.
- Casino every 3 years
Casinos are the single largest event, and are highly controlled through Alberta Gaming and Liquor in addition to the Casinos internal controls. The MRWS provides volunteers to work the Casino on the designated evening(s) and is then provided a cheque from Alberta Gaming and Liquor for their percentage of the proceeds.
- Walk a Mile in her shoes
- Raffles
All other smaller events (raffles, 50-50 ticket sales, etc) have controls in place to track sales and/or reconcile to the cash received. **Tracking sheets for sales, receipt books for cash received, and volunteer sign-up sheets for tracking people receiving cash.** All cash/cheques received are reconciled by Executive Director for deposits.

Cash floats are on hand at all events. The volunteers/staff are provided the cash float which are counted and distributed by the Executive Director. A cash sheet is kept in the float in order to track the float amount and recorded total cash counted at the completion of the event.

At the conclusion of the events, a financial report is prepared by Executive Director and reviewed by the event steering committee and presented to the Board of Directors at the next board meeting.

Third party Fundraising events are managed by the group / individual that signed the “Third Party Fundraising Agreement”. MRWSA does not have controls in place to track sales and/or reconcile the cash received by these third party event organizers. MRWSA provides the third party organizer with a tax receipt when proceeds from the event are turned in to MRWSA office.

Grants

The grant applications are completed by the executive director. Grants are discussed and reported on at board meetings but are considered operational functions of the Executive Director. Depending on the Grant processes, Board Signatures may be required.

The grants received during the current year are from Ministry of Community and Social Services (Alberta), Alberta Rural Development Network and Clearwater County FCSS and many other which may vary from year to year.

Ministry of Community and Social Services are the single largest supplier with grants in the range of \$750k.

Grant funds are received in the mail, including cheques and correspondence providing details surrounding funds provided. The Office Assistant receives mail, and date stamps the cheque. The Executive Director initials the cheque and codes the cheque for deposit and completes the deposit. Ministry of Community and Social Services grant is set up as receivables.

The board is informed of the grant money received at the next meeting through the financial report. Grant moneys received are allocated to the correct grant. In Simply Accounting each grant is set up as a project and all moneys received and expenses paid are allocated to the project.

The Association applies for and may receive grants which are payable in quarterly installments based on submitted invoices to cover costs incurred in operating the program; these grants are treated more like sales revenue, where the invoice is submitted and recorded as revenue and AR when prepared, and funds are received at a later date.

Deposits

The Executive Director codes all cash and cheques for deposit and prepares all deposits. Deposits are prepared as necessary, usually after an event or the receipt of grant funds.

Once the deposit is prepared by the Executive Director it is entered into the accounting records as of the date of the physical deposit. Once posted it is stamped to indicate posting with the Journal number. The General ledger report is printed for each deposit; all documentation is attached to the report and filed in the 'deposit' file. The office assistant takes all deposits to the bank; the bank receipt is attached to each deposit.

Bank Reconciliations

Executive Director prepares monthly bank reconciliations. The signatories in that week to sign cheques are also given the bank reconciliations to review and sign off on. The reconciliations are printed and filed.

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PAYROLL PROCEDURES

The Women's Shelter has a salary grid that is used for all employees. The Grid is based on number of years worked at the Women's Shelter and education. The Salary grid was updated and approved by the board of directors in December 2015 and implemented on January 1, 2016. The executive director authorizes all raises ensuring it is within budget. Any amounts over the set budget must have board approval.

The employees are paid once a month (on the last day of the month for the 21st of the previous to the 20th of the current month) with a mid-month advance (the 15th of the month). Employees identify an amount for mid-month which does not change month to month.

Time sheets are prepared and signed off by the employee and reviewed by the Shelter Supervisor. She re-computes the time and checks the hours to the work schedule.

Once satisfied the time sheets are correct they are signed off by the Shelter Supervisor and provided to Executive Director for entering into the Simply Accounting payroll program. Executive Director does the payroll using Simply Accounting which automatically calculates deductions, remittances, etc. Total individual hours are entered into the program, a till tape is ran to agree the total hours between time sheets and payroll register. Once satisfied, the payroll is processed and detailed slips are printed.

The register report is also printed and is used to enter the net payroll cheques into the Credit Union Payments Services over the internet by the Office Assistant. After the information is recorded for the direct deposits the Payer/Payee Report is printed and kept on file. Employees are paid by direct deposit. The Executive Director receives confirmation email from CAFT. All payroll records are attached. When Executive Director reconciles the bank she verifies the amount withdrawn by EFT agrees with the Payroll register for that pay date.

The Executive Director makes sure the Simply Accounting program is always updated to the latest version. Some of the employees are entitled to a benefits package which includes life insurance and health benefits.

Overtime

All staff members are required to sign an overtime agreement that states the overtime policy which is overtime is allowed to be bank up to 15 hours a month, which has to be used up within 90 days or the employee is paid out. Employees are required to put in request to work overtime, to use overtime, and request for time off. Overtime is paid and authorized by the executive director. The Executive Director is on salary.

Employee files are kept on all employees. The files include the resume, security checks, TD1, job description, oath of confidentiality, Code of Ethics, courses taken, Annual Evaluations and approved pay rate.

Source deduction remittance

The source deductions are prepared by Executive Director and remitted to Revenue Canada monthly. The cheque is signed using the same procedure as any A/P. The payment is taken to the

Credit Union by the Office Assistant and paid at the bank. MRWSA is on general remittance method. The source deductions are calculated from the GL accounts for CPP Payable, EI Payable, and Employee Tax Payable.

Annual T4 Preparation

The T4's are prepared annually in January by Executive Director. From time to time the Association may consult WNP for help with the preparation of the T4s.