

HUMAN RESOURCES

SECTION C

TERMS AND CONDITIONS OF

EMPLOYMENT

Section C

Table of Contents

Policy C1:	Recruitment and Selection	1
Procedure C1:	Recruitment and Selection	2
Policy C2:	Orientation of New Employees	5
Procedure C2:	Orientation of New Employees.....	6
Policy C3:	Qualifying Period for New Employment.....	7
Procedure C3:	Qualifying Period for New Employment.....	8
Policy C4:	Promotions.....	9
Procedure C4:	Promotions.....	10
Policy C5:	Temporary Assignments or Demotions	11
Procedure C5:	Temporary Assignments or Demotions	12
Policy C6:	Organizational and Technological Change.....	13
Procedure C6:	Organizational and Technological Change.....	14
Policy C7:	Employment Classification.....	15
Procedure C7:	Employment Classification.....	16
Policy C8:	Volunteer Services	17
Procedure C8:	Volunteer Services	18
Policy C9:	Length of Service.....	19
Procedure C9:	Length of Service.....	20
Policy C10:	Personnel Files	21
Procedure C10:	Personnel Files	22
Policy C11:	Hours of Work, Breaks, and Split Shifts	23
Procedure C11:	Hours of Work, Breaks, and Split Shifts	24
Policy C12:	Overtime	27

Section C
Table of Contents (continued)

Procedure C12:	Overtime	28
Policy C13:	Attendance, Lateness, and Absenteeism.....	29
Procedure C13:	Attendance, Lateness, and Absenteeism.....	30
Policy C14:	Employee Time Sheets.....	31
Procedure C14:	Employee Time Sheets.....	32
Policy C15:	Confidentiality and Release of Information.....	34
Procedure C15:	Confidentiality and Release of Information.....	35
Policy C16:	Use and Safeguarding of Agency Assets.....	37
Procedure C16:	Use and Safeguarding of Agency Assets.....	38
Policy C17:	Employee Training and Development	40
Procedure C17:	Employee Training and Development	41
Policy C18:	Medication Administration.....	42
Procedure C18:	Medication Administration.....	43
Policy C19:	Maintaining and Upgrading Qualifications.....	48
Procedure C19:	Maintaining and Upgrading Qualifications.....	49
Policy C20:	Job Descriptions, Performance Evaluation and P.I.P.'s	50
Procedure C20:	Job Descriptions, Performance Evaluation and P.I.P.'s	51
Policy C21:	Progressive Corrective Discipline.....	53
Procedure C21:	Progressive Corrective Discipline.....	54
Policy C22:	Criminal Charges	56
Procedure C22:	Criminal Charges	57
Policy C23:	Criminal Convictions	58
Procedure C23:	Criminal Convictions	59

Section C
Table of Contents (continued)

Policy C24:	Workplace Rules - Miscellaneous	62
Procedure C24:	Workplace Rules - Miscellaneous	63
Policy C25:	Employee Concern Resolution Process.....	64
Procedure C25:	Employee Concern Resolution Process.....	65
Policy C26:	Personal Appearance	67
Procedure C26:	Personal Appearance	68
Policy C27:	Social Media	69
Procedure C27:	Social Media	70

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C1:	Recruitment and Selection
Policy:	<p>Horizons Centre supports a diverse workforce free from discrimination and will hire the most qualified person available for every position in the Agency.</p>
Guiding Principle:	<p>The Agency will select employees on the basis of their education, competency, experience and personal suitability to fulfill all of the duties, responsibilities and requirements of the job. Suitable employees will be selected without discrimination of; race, creed, sex, religion, color, mental disability, physical disability, marital status, age, ancestry, place of origin, family status, or sexual orientation.</p>
Cross Reference	
Date Approved	January 22, 2008
Revised Date	April 23, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C1:	Recruitment and Selection
	<p>1.1 HIRING PROCESS</p> <ul style="list-style-type: none"> • the Executive Director is responsible to approve the need for hiring • competitions may be posted internally for up to 5 days (<i>see Internally Posted Positions below</i>) • the job may be posted in the local newspaper and any other method deemed appropriate by the Executive Director • resumes and letters of intent will be objectively evaluated for qualifications and abilities • prospective employees will be offered an interview • the interview process will be completed by members of the management team • written release of information for reference checks is required • reference checks will remain confidential when requested <p>1.2 ELIGIBILITY</p> <p>Eligible candidates will be selected on the basis of:</p> <ul style="list-style-type: none"> • qualifications • skills • abilities • special consideration needed to fulfill all of the duties, responsibilities and job requirements • favourable reference checks to determine if the individual is qualified, has a potential to be productive and successful • personal suitability to client service and interpersonal relations <p>1.3 EMPLOYMENT APPLICATIONS</p> <p>Horizons Centre relies upon the accuracy of:</p> <ul style="list-style-type: none"> • information obtained from the application process/resume • other data presented throughout the hiring process • data presented during the term of employment <p>Any misrepresentation, falsifications, or intentional omissions in any of this information or data may result in the exclusion of the individual from further consideration for employment or if the person has been hired, termination of employment.</p>
Date Approved	January 22, 2008
Revised Date	October 15, 2015

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C1:	Recruitment and Selection (continued)
Procedure:	<p>1.4 INTERNALLY POSTED POSITIONS</p> <p>Horizons Centre provides employees with an opportunity to indicate their interest in open positions and advance within the organization according to their skills and experience. Job openings are posted, although Horizons Centre reserves its discretionary right not to post a particular opening.</p> <p>Job openings are posted on the bulletin board in the resource room and remain open for up to 5 days. Each posting will include:</p> <ul style="list-style-type: none"> • date of posting • duration of posting • job title • location • salary level • job summary • essential duties • qualifications (required skills and abilities) <p>Eligibility</p> <p>To be eligible to apply for a posted job, employees must:</p> <ul style="list-style-type: none"> • have performed competently for the preceding 30 days • have completed their qualifying period • not be the subject of any Performance Improvement Plan (PIP) • not be on probation, suspended or be the subject of an investigation • not have a relative working in a direct supervisor capacity which would create a conflict of interest • have a satisfactory performance, as documented within the employee files <p>Length of service with the Agency will be considered if the applicant possesses the qualifications, skills, abilities and efficiency to fulfil all of the job duties, responsibilities and job requirements.</p> <p>When applying for internal competitions employees shall:</p> <ul style="list-style-type: none"> • forward a letter of intent to the Executive Director by the closing date on the job posting • list job related skills and accomplishments
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C1:	Recruitment and Selection (continued)
Procedure:	<p>Eligibility (continued)</p> <ul style="list-style-type: none"> • describe how their current experience with Horizons Centre and prior work experience and/or education qualifies them for the position <p>1.5 CONFLICT OF INTEREST</p> <p>A spouse, sibling, child, parent or relative of an employee may be employed by the agency but will not be assigned to work within the same work environment if they are under the direct supervision of the person to whom they are related. <i>(See Policy B4 - Conflict of Interest.)</i></p> <p>1.6 BONA FIDE OCCUPATIONAL REQUIREMENTS</p> <p>Employment will be subject to the Bona Fide occupational requirements (as per job description).</p> <ul style="list-style-type: none"> • vulnerable sector check/criminal record check free of convictions related but not limited to abuse <i>(See also, HR Policy C23- Criminal Convictions)</i> • current Standard First Aid / C.P.R. Certificate OR certificate to be obtained within the first sixty days of employment <i>(See HR Policy C17-Employee Training and Development.)</i> <p>1.7 POSITION DESCRIPTIONS</p> <p>Written position descriptions and other pertinent facts will be made available to applicants upon request. This includes any anticipated changes in Agency functioning and structure that may have a direct bearing on the position.</p> <p>1.8 INTERVIEWS</p> <p>Interviews will only be granted to candidates who meet position eligibility.</p>
Date Approved	January 22, 2008
Revised Date	March 8, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C2:	Orientation of New Employees
Policy:	<p>All new employees and employees in a new position shall, within the qualifying period, receive orientation regarding the Agency and be given the information needed to perform job duties.</p>
Guiding Principle:	
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C2:	Orientation of New Employees
	<p>2.1 ORIENTATION</p> <p>All new employees upon commencement of employment will receive orientation following the <i>Horizons Centre New Employee Orientation Checklist</i>.</p> <p>The completed checklist will be placed in the employee file.</p> <p>Each employee will:</p> <ul style="list-style-type: none"> • receive a copy of the Orientation Manual • begin their orientation to the job description with a member of the supervisory team • discuss each section of the orientation manual to ensure understanding of performance expectations • discuss any areas that are not clear and need further clarification • review and acknowledge, on the signature page, that the training has been received and understood. Acknowledgement of the same shall be filed in the employee file
Date Approved	January 22, 2008
Revised Date	March 8, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C3:	Qualifying Period for New Employees
Policy:	<p>New employees and existing employees moving to a new position shall be subject to a qualifying period of 3 months.</p>
Guiding Principle:	
Cross Reference	Alberta Employment Standards
Date Approved	January 22, 2008
Revised Date	April 4, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C3:	Qualifying Period for New Employees
Procedure:	<p>Complying with applicable laws, the agency or the employee may terminate employment without cause or notice within this 3 month period.</p> <p>EVALUATION</p> <ul style="list-style-type: none"> • during this qualifying period ongoing observations and feedback will be conducted • formal employee evaluations will be completed by the direct supervisor and take place at one month and two weeks prior to the end of the qualifying period • this evaluation will be given to the Executive Director a minimum of one week prior to the end of the qualifying period • the employee's accomplishments, concerns, goals, and methods of improvement will be addressed <p>All evaluations must be signed and entered into the employee's personnel file.</p> <p>Written notification of employment status will be provided.</p> <p>CONTINUATION OF EMPLOYMENT</p> <p>All individuals offered employment must maintain their Bona Fide Occupational requirements. Failure to do so may result in termination of employment.</p> <p>All mandatory training needs to be completed within the applicable time frames.</p>
Date Approved	January 22, 2008
Revised Date	March 8, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C4:	Promotions
Policy:	Horizons Centre will hire the most suitable applicant for each position.
Guiding Principle:	Horizons Centre provides all employees with opportunities to advance and develop in terms of career, job level and wage. Employees are encouraged to apply for positions that are suited to their abilities, interests, and career goals.
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C4:	Promotions
Procedure:	See Internally Posted Positions - C1, 1.4
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C5:	Temporary Assignments or Demotions
Policy:	Horizons Centre employees may be moved into temporary positions or demoted based on client, agency, or employee need.
Guiding Principle:	
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C5:	Temporary Assignments or Demotions
Procedure:	<p>5.1 TEMPORARY POSITION (ASSIGNMENTS)</p> <p>Changes within the organizational structure or leaves of absence may create the necessity for temporary assignment of current employees to an interim position for a maximum of one year.</p> <p>Eligibility</p> <p>To be eligible to apply for a posted job, employees must:</p> <ul style="list-style-type: none"> • have performed competently for the preceding 30 days • have completed their qualifying period • not be the subject of any Performance Improvement Plan (PIP) • not be on probation, suspended or be the subject of an investigation • not have a relative working in a direct supervisory capacity which would create a conflict of interest • have satisfactory performance, as documented within the employee's file <p>a. Rate of Pay</p> <p>Rate of pay will be determined according to job status and subsequent salary grid.</p> <p>Upon completion of a temporary position, the employee will return to the status and rate of pay held prior to the temporary assignment.</p> <p>b. Evaluation</p> <p>Evaluations will be in compliance with the agency policy on Performance Evaluations (<i>See Policy C20</i>)</p> <p>5.2 DEMOTIONS</p> <p>Demotions from positions will occur based on unfavourable evaluations, elimination of position or agency funding.</p> <p>Employees will receive written notice prior to the beginning of the pay period in which the change occurs</p>
Date Approved	January 22, 2008
Revised Date	April 22, 2014

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C6:	Organizational and Technological Change
Policy:	<p>Employees displaced from a job due to organizational or technological change will be considered for other available jobs for which they are qualified.</p>
Guiding Principle:	<p>Organizational and technological change is an ongoing process in today's workplace. The Agency will undertake change in such a way as to minimize adverse effects on clients and employees, to maximize its benefits for quality client service and to improve the work environment.</p>
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C6:	Organizational and Technological Change
Procedure:	<p>A Job Description, Work Plan and Performance Evaluations will be implemented to assist the employees in retraining to deal with and adjust to the effects of organizational and technological change.</p>
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C7:	Employment Classification
Policy:	<p>Horizons Centre will classify employment into the following categories:</p> <ul style="list-style-type: none"> • Full time • Part time • Casual • Employment Contract • Independent Contractor (Proprietor)
Guiding Principle:	<p>Horizons Centre maintains definitions of employment classifications in accordance with Employment Standards and other relevant legislation. These classifications do not guarantee employment for any specified period of time.</p>
Cross Reference	Alberta Employment Standards
Date Approved	January 22, 2008
Revised Date	March 8, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C7:	Employment Classification
Procedure:	<p>DEFINITIONS</p> <p>Full time:</p> <ul style="list-style-type: none"> • work regularly scheduled hours (30+ hours per week) • have completed their qualifying period • eligible for Agency benefit program • eligible for paid wellness leave <p>Part time:</p> <ul style="list-style-type: none"> • work regularly scheduled hours (less than 30 hours per week) • completed their qualifying period • ineligible for Agency benefit programs • ineligible for paid wellness leave <p>Casual:</p> <ul style="list-style-type: none"> • on-call with no guaranteed hours of work, nor for any specific time period • utilized to meet sporadic operational and client needs • ineligible for Agency bonuses or retroactive pay <p>Employment Contract:</p> <ul style="list-style-type: none"> • someone is employed for a specified timeframe • eligible for the same benefits as per Alberta Employment Standards <p>Independent Contractor (Proprietor)</p> <ul style="list-style-type: none"> • The term “Proprietor” shall apply to anyone who has been subcontracted by the Agency to provide support in their home on a regular basis. Where “home” is the principle residence of both the individual receiving service and the Proprietor. • The Agency enters into this agreement through a written contract that clearly defines all commitments and obligations of both parties.
Date Approved	January 22, 2008
Revised Date	March 8, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C8:	Volunteer Services
Policy:	The agency shall utilize the volunteer sector to complement program supports.
Guiding Principle:	
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C8:	Volunteer Services
Procedure:	<p>Volunteers adhering to Agency policies and procedures will:</p> <ul style="list-style-type: none"> • perform their volunteer/job functions as outlined in the job description • acknowledge in writing their status as "volunteer" • familiarize self with policies and procedures as applicable • familiarize self with client profiles as applicable • familiarize self with the operation of the Agency • sign the Confidentiality Agreement • submit a current Vulnerable Sector/Criminal Record Check <p>The Agency reserves the right to terminate the services of a volunteer at any time.</p>
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C9:	Length of Service
Policy:	Horizons Centre maintains employee records in order to determine an employee's length of service.
Guiding Principle:	
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C9:	Length of Service
Procedure:	<p>CALCULATION</p> <p>Length of service is calculated from the actual date of hire (this may also be referred to as the employee's anniversary date).</p> <p>ACCUMULATION</p> <p>Length of service time is accumulated:</p> <ul style="list-style-type: none"> • during maternity or adoption leaves • during disability leaves • during any other leaves of absence not exceeding three consecutive months <p>SIGNIFICANCE</p> <p>Length of service is used:</p> <ul style="list-style-type: none"> • to determine vacation entitlements • as one of the factors in determining salary increases • in determining bonuses <p>INFORMATION AVAILABLE</p> <p>The employee's anniversary date is indicated in their personnel file.</p>
Date Approved	January 22, 2008
Revised Date	November 25, 2015

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C10:	Personnel File
Policy:	The Agency will maintain a personnel file for each current employee.
Guiding Principle:	
Cross Reference	F.O.I.P. P.D.D. Contract
Date Approved	January 22, 2008
Revised Date	August 13, 2015

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C10:	Personnel Files
Procedure:	<p>The Employee Personnel File:</p> <ul style="list-style-type: none"> • will be initiated on commencement of employment • is property of the Agency • will be kept confidential • information shall be released only with the employee's consent • may be accessed by the employee's immediate supervisor and any above position(s) as per the organizational chart. • may be accessed by the administration personnel • access by others than those specified above will be documented • will contain documentation as per <i>Personnel File Content Checklist</i> • will be retained for the minimum requirements as outlined in the Freedom of Information and Protection of Privacy Act and P.D.D. <p>Employees may access their personnel file and ask for copies of information within it, by making the request to their immediate supervisor. They may review their file in the presence of their immediate supervisor.</p>
Date Approved	January 22, 2008
Revised Date	August 13, 2015

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C11:	Hours of Work, Breaks, and Split Shifts
Policy:	Horizons Centre shall maintain work schedules for employees.
Guiding Principle:	
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C11:	Hours of Work, Breaks, and Split Shifts
Procedure:	<p>Each employee shall comply with their scheduled hours of work which are determined by the needs of the clients and Agency.</p> <p>11.1 HOURS OF WORK</p> <p>a. Work Week</p> <p>The work week is defined as the number of days an employee is scheduled to work in any 7 consecutive days.</p> <p>b. Operating Hours</p> <ul style="list-style-type: none"> • Office hours are Monday to Thursday 7:30 a.m. to 4:00 p.m., Friday 7:30 a.m. to 3:30 p.m. • Program hours are determined by the Executive Director <p>c. Hours of Work</p> <ul style="list-style-type: none"> • Employees may work up to 8 hours/day or 44 hours/week <p>11.2 FLEXIBLE HOURS AND SPLIT SHIFTS</p> <ul style="list-style-type: none"> • All positions are subject to flexible hours and shifts • split shifts may be required according to client and Agency need • an employee being called in for one or two hours shall be paid their regular wage or an amount that is no less than three hours paid at minimum wage <p>Scheduling</p> <ul style="list-style-type: none"> • employees are responsible for adhering to their scheduled hours and recording hours worked on their daily timesheets • extra hours may be scheduled as required • no employee shall leave his/her duty without being relieved by the next scheduled employee or designate • employees will receive twenty four hours written notice when required to change regular scheduled work hours • employee schedules will identify time off
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C11:	Hours of Work, Breaks, and Split Shifts (continued)
Procedure:	<p>11.3 PAID BREAKS</p> <ul style="list-style-type: none"> • for the purpose of client support all client support worker breaks will coincide with client breaks • all client support workers paid during break time (two fifteen minute breaks and one forty-five minute lunch break) are required to provide support <p>11.4 UNPAID BREAKS</p> <p>Employees may request, in writing, an exemption from client support during break time. This variation will be indicated on their time sheet.</p> <p>Procedure</p> <ul style="list-style-type: none"> • requests for short term unpaid breaks shall be made in writing to their immediate supervisor • request for long term unpaid breaks shall be made in writing to the Executive Director <p>Exceptions</p> <p>No break time will be granted to part-time employees working less than five consecutive hours.</p> <p>11.5 DAYS OFF</p> <p>Days off will be identified in an employee's Letter of Appointment and subsequent memos.</p> <p>11.6 CHANGES TO SCHEDULE</p> <p>Changes to schedules may be contingent on and initiated due to:</p> <ul style="list-style-type: none"> • Agency closure • client need • employee illness • emergency conditions
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C11:	Hours of Work, Breaks, and Split Shifts (continued)
Procedure:	<p>11.6 CHANGES TO SCHEDULE (continued)</p> <p>Under no circumstances are employees permitted to change schedules and/or change days off, without receiving prior approval from their immediate supervisor or designate.</p> <p>When an employee is unable to report for duty as per their schedule or complete their assigned schedule, they shall:</p> <ul style="list-style-type: none"> • inform the agency office prior to 7:30 a.m. • receive approval from their immediate supervisor prior to leaving early for any reason • complete time sheets accordingly <p>11.7 DOCUMENTATION</p> <p>Employees shall record their hours of work on their time sheets daily.</p>
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C12:	Overtime
Policy:	<p>Horizons Centre will compensate employees for overtime hours that exceed 8 hours in any day or 44 hours in a week.</p>
Guiding Principle:	<p>When operating requirements or other needs cannot be met during regular working hours, employees may be scheduled to work overtime.</p> <p>When possible, advance notification of these mandatory assignments will be provided.</p>
Cross Reference	Alberta Employment Standards
Date Approved	January 22, 2008
Revised Date	June 9, 2014

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C12:	Overtime
Procedure:	<ol style="list-style-type: none"> 1. Overtime must be approved by the Executive Director 2. Overtime must be recorded on the employee time sheet 3. The overtime rate of pay will be paid in accordance with applicable legislation and as set out in the <i>Overtime Agreement</i> 4. Employees are required to sign the <i>Overtime Agreement</i> <p>Any exceptions to the above procedure require the approval of the Executive Director, through a request to the immediate supervisor.</p>
Date Approved	January 22, 2008
Revised Date	March 13, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C13:	Attendance, Lateness and Absenteeism
Policy:	Horizons Centre employees shall adhere to their assigned schedules.
Guiding Principle:	The Agency is committed to maintain maximum effectiveness and quality client service through full employee participation.
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C13:	Attendance, Lateness and Absenteeism
Procedure:	<p>All employees will:</p> <ul style="list-style-type: none"> • be advised through a letter of appointment, of their regular scheduled hours of work • sign acknowledgement and acceptance of their letter of appointment and scheduled hours of work • receive appropriate notification of changes to schedule • adhere to their schedule <p>In cases of lateness or absenteeism the employee will:</p> <ul style="list-style-type: none"> • notify the agency prior to 7:30 a.m. • indicate any change to their schedule on the employee time sheet <p>Infractions to attendance may result in disciplinary action (<i>See HR Policy C 21 - Progressive Corrective Discipline</i>)</p> <p>Infractions to attendance are defined as:</p> <ul style="list-style-type: none"> • absence without entitlement • absence without notification (dependant on circumstance, this may be considered abandonment and could result in termination) • lateness or leaving early without authorization • excessive absences or lateness (excessive absences or lateness will be reviewed and subject to Progressive Corrective Discipline, and may include a change in hours of work) <p>The following will result in a “Not Satisfactory” attendance classification on an employee’s evaluation</p> <ul style="list-style-type: none"> • Full Time Employees that have any “unpaid time off” for their evaluation year. • Part Time employees that are over their allotted unpaid time off (<i>See HR Procedure F7.2 Unpaid Time Off- Part Time Employees</i>). <p>Not Satisfactory attendance may affect potential wage increase.</p>
Date Approved	January 22, 2008
Revised Date	October 12, 2016

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C14:	Employee Time Sheets
Policy:	<p>Horizons Centre employees shall maintain a time sheet for all hours that they have worked ensuring accurate recording of time.</p>
Guiding Principle:	
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C14:	Employee Time Sheets
Procedure:	<p>14.1 EMPLOYEE RESPONSIBILITY</p> <p>Employees are responsible to:</p> <p>a. Daily</p> <ul style="list-style-type: none"> • record hours worked • when deviation occurs, the immediate supervisor will verify and input as necessary. <p>b. Bi-Weekly</p> <ul style="list-style-type: none"> • verify completed timesheet every second Friday <p>c. Variances</p> <ul style="list-style-type: none"> • any variances to the scheduled hours shall be documented in the appropriate area on the employee time sheet • requisitions shall be submitted to the immediate supervisor for approval • requisitions requiring further authorization shall be submitted to the required authority by the immediate supervisor • upon returning to work, the employee shall ensure such variances have been properly recorded • all requisitions for vacation, LOA, or wellness time must comply with time lines and procedures as outlined in the Human Resources Policy Manual, Section F
Date Approved	January 22, 2008
Revised Date	April 23, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C14:	Employee Time Sheets
Procedure:	<p>14.2 IMMEDIATE SUPERVISOR RESPONSIBILITY</p> <p>Immediate Supervisor shall, for every employee on their team:</p> <p>a. Daily</p> <ul style="list-style-type: none"> • ensure appropriate requisitions are completed and signed • when deviation or absence occurs verify and input as necessary. <p>b. Bi-Weekly</p> <ul style="list-style-type: none"> • ensure statutory holidays are recorded as required • electronically sign (approve) timesheet <p>14.3 ADMINISTRATIVE DUTIES</p> <p>Time sheets will be saved electronically for a minimum of three years.</p> <p>14.4 MISCELLANEOUS RULES:</p> <ul style="list-style-type: none"> • dishonestly recording work time is prohibited • an employee arriving late for work shall inform their immediate supervisor regarding the time of arrival and time will be recorded appropriately
Date Approved	January 22, 2008
Revised Date	April 23, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C15:	Confidentiality and Release of Information
Policy:	<p>Horizons Centre and its employees will ensure the protection of all client, employee and Agency (physical and electronic) information.</p>
Guiding Principle:	<p>The Agency recognizes that documentation and information regarding employees, and clients is confidential and requires restricted access. Employees and clients have the right to confidentiality, as legislated under the Freedom of Information and Protection of Privacy Act (F.O.I.P.).</p>
Cross Reference	<p>F.O.I.P. P.I.P.A P.D.D. Contract C.E.T. Standards</p>
Date Approved	<p>January 22, 2008</p>
Revised Date	<p>June 28, 2018</p>

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C15:	Confidentiality and Release of Information
Procedure:	<p>15.1 DEFINITION</p> <p>Confidential information (physical and electronic) includes, but is not limited to all information that is:</p> <ul style="list-style-type: none"> • important to the provision of services • of a sensitive nature • of inherent value • which by its disclosure could cause harm to the organization, its clients, their families, employees, volunteers, or other companies and establishments with whom the Agency has dealings <p>Examples include but are not limited to medical, financial, and disciplinary information.</p> <p>15.2 EMPLOYEE RESPONSIBILITIES</p> <ul style="list-style-type: none"> • physically protect confidential information by locking it away, marking it confidential or shredding to discard • Horizons Centre is committed to ensuring the security of information in order to protect it from unauthorized access, copying, use and disclosure. • prevent disclosure by not discussing organization, client, employee or volunteer information with anyone who does not have a business "need to know" • to report to the Executive Director any attempt by unauthorized individuals to obtain confidential information or anyone releasing that information • to protect employee/client/volunteer personal phone numbers and addresses by not revealing them to anyone. Take messages and deliver the message to the individual • during transportation of client information e.g. emergency contact cards the information will be kept out of site. <p>15.3 AGENCY RESPONSIBILITIES:</p> <ul style="list-style-type: none"> • ensure all employees of the Agency sign a Confidentiality Agreement upon hire and immediately following any revisions to the agreement • provide locked storage for client and employee files • restrict access to client and employee files to those who have a "need to know" • security measures will be followed to ensure that information is appropriately protected: the use of locked filing cabinets; physically securing offices where personal information is held; the use of user IDs, passwords, encryption, firewalls; restricting employee access to personal information as appropriate.
Date Approved	January 22, 2008
Revised Date	June 28, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C15:	Confidentiality and Release of Information (continued)
Procedure:	<p>15.4 CONSEQUENCES OF BREACH OF CONFIDENTIALITY</p> <p>Breach of confidentiality may result in immediate dismissal depending on the circumstances and the implications.</p> <p>15.5 DURATION OF CONFIDENTIALITY AGREEMENT</p> <p>Employees have an obligation to maintain confidentiality of information during the course of their employment and thereafter. As per signed Confidentiality Agreement.</p> <p>Continual review of security policies and controls will be updated as technology changes to ensure ongoing personal information security.</p> <p>15.6 RELEASE OF INFORMATION</p> <p>Information regarding past and present clients, employees, and volunteers may only be released if the individual and/or their guardian signs a <i>Release of Information form</i>. This form outlines:</p> <ul style="list-style-type: none"> • what specific information may be released • to whom the information may be released • the time period that the release is valid for <p>Verbal authorization may be accepted in certain circumstances and documented accordingly.</p> <p>15.7 Retention and Destruction of Information (Physical and Electronic)</p> <p>Information will be retained only as long as necessary to fulfill the identified purpose.</p> <p>All photos and videos taken during the course of services delivered will remain property of the Agency and will be retained and stored at the Agency.</p> <p>Any information recorded or acquired on employee’s personal devices will be deleted immediately after being transferred to the appropriate agency location or body.</p> <p>Appropriate security measures will be used when destroying information such as: shredding documents and permanently deleting electronically stored information.</p>
Date Approved	January 22, 2008
Revised Date	June 28, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C16:	Use and Safeguarding of Agency Assets
Policy:	Horizons Centre employees shall protect all Agency assets and prevent misuse, theft or damage.
Guiding Principle:	Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. All assets are for use of the organization and not for personal use without authorization from the Executive Director.
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C16:	Use and Safeguarding of Agency Assets
Procedure:	<p>16.1 DEFINITION OF ASSETS</p> <p>Assets include but are not limited to:</p> <ul style="list-style-type: none"> • vehicles • equipment • property • furniture • resources (books, videos, etc.) • supplies (stationery, cleaners, paper products, etc.) • Agency generated information/programs <p>16.2 AGENCY VEHICLES</p> <p>Vehicles owned by the Agency shall be restricted for use of Agency business unless special provision is made by the Executive Director.</p> <p>Agency vehicles are deemed commercial and will be inspected semi- annually by a licensed vehicle technician.</p> <p>Employees must be over the age of 25, possess a minimum Class 5 Drivers License and have a satisfactory drivers abstract (no more than three minor convictions) in order to drive the Agency Vehicles (exceptions may be made at the call of the Executive Director).</p> <p>All employees utilizing Agency vehicles shall complete the appropriate Vehicle Sign Out sheet, as well as the <i>Horizons Centre Vehicle Safety Checklist</i> (done prior to first use of the day). Any concerns regarding the operation, maintenance or mechanical condition of the vehicle shall be documented and reported to Program Supervisor.</p> <p>All employees needing to travel in the conduct of Horizons Centre business should use an agency vehicle whenever possible. Priority for use of Agency vehicles will be given for out of town travel.</p> <p>Staff are to ensure that the Agency vehicles are full of gas and that all fluid levels are checked regularly. If vehicles need gas, get gas card from the receptionist in the administration office (document on card sign in/out sheet)</p> <p>Eating, drinking, smoking and vaping are not permitted in Agency Vehicles.</p>
Date Approved	January 22, 2008
Revised Date	April 5, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C16:	Use and Safeguarding of Agency Assets (continued)
Procedure:	<p>16.3 ACCIDENTS AND TRAFFIC VIOLATIONS</p> <p>All motor vehicle accidents or traffic violations incurred while operating an Agency vehicle or while transporting agency clients must be reported immediately to the Executive Director, followed by a written report on the Motor Vehicle Accident Incident Report. Any accidents with anticipated damages in excess of \$500.00 or where injury has occurred, must be reported immediately to the RCMP.</p> <p>Incident reports will be required for any injury to clients and any injury to staff will require the completion of a WCB form.</p> <p>Employees are responsible for the payment of all motor vehicle fines such as parking tickets and speeding tickets incurred during their operation of said vehicle(s). All fines shall be paid in full in a timely manner as specified on the violation. Proof of payment shall be forwarded to the administration office for filing.</p> <p>16.4 EMPLOYEE THEFT</p> <p>Employee theft is defined as:</p> <ul style="list-style-type: none"> • the unauthorized removal or use of Agency assets • the unauthorized removal or use of other's property (fellow employees, clients, or volunteers) <p>Employee theft may be grounds for immediate dismissal without warning and possible legal action.</p> <p>16.5 REPORTING</p> <ul style="list-style-type: none"> • staff witnessing misuse, theft, or damage to Agency assets, must report it in writing to their immediate supervisor promptly to avoid disciplinary action • when repair is necessary, staff will fill out the maintenance binder
Date Approved	January 22, 2008
Revised Date	April 22, 2014

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C17:	Employee Training and Development
Policy:	Horizons Centre employees are required to participate in training and development.
Guiding Principle:	The Agency recognizes the benefit of employing educated and knowledgeable employees. Therefore, it encourages use of opportunities for ongoing training.
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C17:	Employee Training and Development
Procedure:	<p>Training</p> <p>Employees must obtain and keep current mandatory training requirements as per Job Description.</p> <p>It is the employee's responsibility to record completion of courses on the <i>Human Resource Development & Training</i> form and provide a copy of the certificate when applicable.</p> <p>The Agency will offer opportunities for training deemed relevant to client services and Agency organization (e.g., workshops, seminars, conferences, in-house training) that are beneficial to Agency or personal growth</p> <p>An educational leave without pay may be granted by the Executive Director to an employee pursuing training in relation to their position.</p> <p>Training Exemption(s)</p> <p>Exemptions for mandatory training may include:</p> <ul style="list-style-type: none"> o Agency training designate o Certified Instructor/Trainer <p>Exemptions to the Foundations in Community Disability Studies program may include:</p> <ul style="list-style-type: none"> o comparable/recognized education o short term employment commitment o contract employment o forecasted retirement <p>Letters of exemption(s) will be placed in the employee file.</p> <p>Training Expenses/Compensation</p> <p>Mandatory training costs and course time will be paid by and at the discretion of the Agency (with the exception of the *Foundations in Community Disability Studies program).</p> <p>*Foundations in Community Disability Studies Program</p> <p>It is the responsibility of the employee to pay for the program registration fee. The Agency will offer employees time to complete the program during the normal course of their work day. The allotted time is based upon the recommended guidelines from Alberta Council of Disability Services (ACDS).</p> <p>New employees obtaining Standard First Aid/CPR/AED within their first 60 days shall be responsible to cover the course cost. The Agency will then reimburse the employee upon successful completion of the qualifying period.</p> <p>Employees will be compensated for travel time occurring within their regular scheduled hours.</p> <p>Employees attending training will be eligible for travel reimbursement as per <i>HR Policy F9- Travel and Expense Allowance</i>.</p>
Date Approved	January 22, 2008
Revised Date	April 5, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C18:	Medication Administration
Policy:	The Agency will ensure medication administration is delivered in a safe, educated and confidential manner, by trained staff.
Guiding Principle:	<p>Health and safety is the primary focus of medication administration. To promote independence, the individual will participate to the best of their ability, when medication is administered by trained Horizons Centre staff. The Agency will work cooperatively with the client, guardian, caregiver, doctor, pharmacist, and other involved professionals.</p>
Cross Reference	Horizons Centre (H.C.) Medication Administration Protocol and Training Course C.E.T. Standards P.D.D. Contract
Date Approved	March 23, 2010
Revised Date	June 1, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C18:	Medication Administration
	<p><u>EDUCATION/TRAINING</u></p> <p>All staff administering medications must be certified in and adhere to the Horizons Centre (H.C.) Medication Administration Protocol and Training. Training will include Medication Administration Protocol, taught by a qualified professional (as per C.E.T. and industry standards) and practical application of Agency process. Staff are required to have a minimum of eighty (80) percent on the written test to pass the course. If eighty (80) percent is not achieved on test one (1), test two (2) will be issued. If the minimum of eighty (80) percent is still not reached, it will be the responsibility of the staff to re-take the H.C. Medication Administration Protocol and Training course at their own expense.</p> <p>Upon successful completion of the test, staff will complete the Horizons Centre Medication Administration Shadow Process with the Agency Shadow Designate. Staff are required to successfully deliver medications two (2) consecutive times within a maximum of five (5) shadows. If unsuccessful, as per the <i>Horizons Centre Medication Administration Shadow Checklist</i>, it will be the responsibility of the staff to take the next available H.C. Medication Administration Protocol and Training course at their own expense. Staff will not administer medications until certification is achieved. During the shadowing, staff must display the necessary skills to meet the moral, ethical, safety and liability needs of both the individuals receiving medication and those of the Agency. Staff will fulfill their obligation of Medication Administration, upon successful completion of the H.C. Medication Administration Protocol and Training and H.C. Medication Administration Shadow Process.</p> <p>Administration of injectable medication (subcutaneous, intramuscular, or intravenous) and individually tailored physiotherapy/personal care needs, will necessitate additional training by a qualified professional, specific to the individual.</p> <p>Staff Recertification:</p> <p>Staff must recertify every three (3) years, by undergoing the H.C. Medication Administration Shadowing Process with the Agency Shadow Designate. Staff are required to successfully deliver medications two (2) consecutive times within a maximum of five (5) shadows. If unsuccessful, as per the <i>H.C. Medication Administration Shadow Checklist</i>, it will be the responsibility of the staff to take the next available H.C. Medication Administration Protocol and Training course at their own expense. Staff will not administer medications until recertification is achieved.</p> <p>Agency Shadow Designate(s):</p> <p>The Agency Shadow designate(s) must be certified/recertified in the H.C. Medication Administration Protocol and Training (as per C.E.T. and Industry Standards) every three (3) years and shadowed as per shadow guidelines by other agency designate</p>
Date Approved	March 23, 2010
Revised Date	June 1, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C18:	<p><u>CONSENTS</u></p> <p>Upon entering service, annually thereafter and as changes occur, all individuals/Guardians will acknowledge/initial one of three medication administration options on the <i>My Yearly Summary (MYS) Consent Page</i>.</p> <p><u>ARRIVAL/RETURN OF MEDICATION</u></p> <ol style="list-style-type: none"> 1. All medication (including P.R.N.'s, non-prescription medications and herbal remedies), must be prescribed or have current written authorization by a doctor or pharmacist, prior to Agency administration. 2. Medication must come in the original packaging (preferably in a bubble-pack) from the Pharmacy, with the prescription label in place. The label should not have any changes (unless made by the prescribing physician/pharmacy) and must contain the following information: <ul style="list-style-type: none"> • the name of the medication • the individual's name who is prescribed the medication • the right dosage • the right route • the right administration date/times • any special instructions <p>If any of these rights are incorrect, the medication will not be accepted by Horizons Centre staff until corrections have been made by the prescribing physician/pharmacy.</p> 3. All medications must be accompanied by a current "Medication Information Sheet" (from the Pharmacy) identifying possible side effects, contraindications and updated as required. 4. Medications will only be accepted/returned from/to other agency staff, parents, guardians or caregivers. Sign- in/out documentation will be completed on the MAR Sheet. <p><u>STORAGE OF MEDICATION</u></p> <ol style="list-style-type: none"> 1. Medication and documentation will be stored in a secure location. 2. Medication requiring refrigeration will be stored in a secured box in the refrigerator. 3. Special storage instructions will be accommodated.
Date Approved	March 23, 2010
Revised Date	June 1, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C18:	Medication Administration (continued)
	<p><u>PACKAGING/TRANSFER OF MEDICATION</u></p> <ol style="list-style-type: none"> 1. Horizons Centre staff who administer client medication while in the community shall package the medication as dictated by the H.C. Medication Administration Protocol and Training. 2. Staff will only package medication that they themselves are going to administer. 3. Staff will package each medication separately for each time interval. 4. Medication will be kept secure, with the staff, until administration. 5. After the medication has been administered, staff will mark the time with their initial on the back of the envelope and bring it back to the Agency with them. The MAR sheet will be completed upon return to the Agency. 6. PRN's that are taken off site, will be signed out/in on applicable sheet. <p><u>ADMINISTRATION OF MEDICATION</u></p> <ol style="list-style-type: none"> 1. Staff will administer medication as per the H.C. Medication Administration Protocol and Training. 2. Administration will be done respectfully in a private area as to maintain confidentiality and safety. 3. All staff will monitor for any side effects and/or adverse reactions. 4. Staff will follow first aid training and/or phone emergency services in the event of adverse reactions. 5. Clients and staff will not share their medication, including cough drops, vitamins etc. with other clients. <p><u>DISPOSAL OF MEDICATION AND PACKAGING</u></p> <ol style="list-style-type: none"> 1. When a medication is finished and the packaging empty, the identifying information will be removed from the package and destroyed (shredded). The empty package will then be discarded. 2. Medication that has been contaminated or unknown (found) must be packaged and taken to the pharmacy for disposal as per the H.C. Medication Administration Protocol and Training and the Med. Shadow Designate notified. 3. Unused/expired medication will be signed back to other agency staff, parents, guardians or caregivers.
Date Approved	March 23, 2010
Revised Date	June 1, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C18:	Medication Administration (continued)
	<p><u>INDIVIDUALS WHO SELF-ADMINSTER</u></p> <ol style="list-style-type: none"> 1. Individuals who have been indicated on the <i>My Yearly Summary Consent</i> page as being independently capable of administering their own medication (as determined by client and guardian along with other persons as applicable) must: <ul style="list-style-type: none"> ○ transport their own medication. ○ keep the medication locked in their locker or secured on their person. ○ provide their Coordinator with a key or combination number in case of an emergency. ○ advise their coordinator what medication(s) they take and the times of administration (unless indicated on the MYS consent page as declining disclosure of medication information). 2. If staff become aware that an individual has made a medication error, they will: <ul style="list-style-type: none"> ○ support the individual to inform his/her coordinator, who will notify the applicable contact (e.g., caregiver, guardian, pharmacist) for any recommendations/follow up. ○ document on the applicable form (e.g., Medical Incident Report, Support Assessment, Contact Notes). <p><u>MEDICATION ADMINISTRATION ERRORS</u></p> <p>Medication Administration errors include but are not limited to:</p> <ul style="list-style-type: none"> ○ wrong person ○ wrong dose ○ wrong time and/or date ○ wrong drug ○ wrong route ○ client refusal to take medication ○ contaminated medication ○ expired medication ○ staff refusal to administer medication ○ adverse reaction ○ missed medication ○ individual vomited within thirty (30) minutes of medication administration ○ failure to take a PRN medication to the site or activity <p>Medication Administration errors will be assessed by the client’s coordinator and/or Agency Shadow Designate. Applicable follow up (contact with the pharmacist, caregiver, parent and/or guardian) and documentation such as; <i>Medical Incident Report, Support Assessment, Contact Notes</i> will be completed.</p> <p>Medical Incident Reports for medication errors will be reviewed by the management team for further recommendations and follow up.</p>
Date Approved	March 23, 2010
Revised Date	August 9, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C18:	Medication Administration (continued)
	<p>For staff medication administration errors, the following disciplinary action will be followed:</p> <p>1st Error: Verbal Warning Acknowledgment 2nd Error: Written Warning 3rd Error: Suspension from administering medication. Staff will need to successfully complete the H.C. Medication Administration Shadow Process prior to resuming medication administration. 4th Error: Final Written Warning and Suspension from administering medication. Staff must re-take complete H.C. Medication Administration Protocol and Training (including shadowing) at own expense.</p> <p>Note: Depending on the severity of any Medication Administration error or having 4 medication administration errors occur within a 6 month or less timeframe, progressive discipline may be accelerated to match the severity of the violation (as per Human Resources Policy and Procedure C21 - Progressive Discipline).</p> <p><u>MEDICATION RECORDING ERRORS</u></p> <p>Medication recording errors do not affect the client receiving their medication as per the (seven) 7 rights. Recording errors include but are not limited to:</p> <ul style="list-style-type: none"> ○ failure to fill in back of MAR ○ initialed incorrect date column on MAR ○ failure to initial front of MAR ○ incorrect ink color <p>Recording errors may result in follow up as per Human Resources Policy and Procedure C21 - Progressive Discipline.</p>
Date Approved	March 23, 2010
Revised Date	June 1, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C19:	Maintaining and Upgrading Qualifications
Policy:	Employees shall keep their Bona Fide and Occupational Job Requirements current.
Guiding Principle:	
Cross Reference	
Date Approved	January 22, 2008
Revised Date	May 5, 2014

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C19:	Maintaining and Upgrading Qualifications
Procedure:	<p>Bona Fide and Occupational Job Requirements will be specified within employee job descriptions.</p> <p>Employees shall notify their immediate supervisor as their qualifications are renewed, expired, or revoked.</p>
Date Approved	January 22, 2008
Revised Date	May 5, 2014

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C20:	Job Descriptions and Performance Evaluation
Policy:	<p>Horizons Centre facilitates satisfactory employee performance through accurate job descriptions, an ongoing evaluation process involving documentation and discussion.</p>
Guiding Principle:	<p>The purpose of this process is to:</p> <ul style="list-style-type: none"> • ensure high quality client service • maximize growth and effectiveness of the Agency • objectively relate compensation to performance • promote employee job satisfaction • determine potential for future promotion • provide information for training needs assessment • enhance career planning and development • determine whether to retain employees • motivate employees
Cross Reference	
Date Approved	January 22, 2008
Revised Date	April 5, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C20:	Job Descriptions and Performance Evaluation
Procedure:	<p>20.1 JOB DESCRIPTIONS</p> <p>Each description may include dependant on position:</p> <ul style="list-style-type: none"> • immediate supervisor • the scope of the position • qualifications • Occupational Requirements • Bona Fide Occupational Requirements • personal qualities required for the position • skills required for the position • job duties and requirements • level of professionalism required • administrative requirements of the position • general agency requirements <p>Job descriptions are maintained to:</p> <ul style="list-style-type: none"> • set standards for employee performance evaluations • aid in orientation of new employees to their jobs • identify the requirements of each position • establish hiring criteria <p>Job descriptions may be rewritten periodically to reflect changes in duties and responsibilities.</p> <p>All employees are expected (on an annual basis) to ensure that their job descriptions are accurate and current, reflecting the work being done.</p> <p>Job descriptions do not necessarily cover every task or duty that might be assigned. Additional responsibilities may be assigned as necessary.</p> <p>Questions or concerns regarding job descriptions should be directed to their immediate supervisor.</p> <p>When revisions occur, Employees are to sign and date their Annual Review Declaration sheet, certifying that they have reviewed and understand the changes that were made to their job description.</p>
Date Approved	January 22, 2008
Revised Date	May 5, 2014

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C20:	Job Descriptions and Performance Evaluation
	<p>20.2 PERFORMANCE EVALUATION</p> <p>Formal employee evaluations, utilizing current formats, will occur:</p> <ul style="list-style-type: none"> • at one month • two weeks prior to the completion of the three month qualifying period • annually thereafter based on the anniversary date of the employee <p>The three month evaluation shall be submitted to the Executive Director no later than one week prior to the completion of the qualifying period.</p> <p>Annual evaluations of employees are conducted by their immediate supervisor.</p> <p>Annual evaluation for the Executive Director is conducted by the Chairman of the Board of Directors.</p> <p>a. Copies</p> <p>Each employee may receive a copy of the completed evaluation if requested.</p> <p>Completed performance evaluations are entered in the employee’s Personnel File.</p> <p>b. Responsibility</p> <p>Employees have the responsibility to cooperate in the performance evaluation process and to follow through with the established objectives. Immediate supervisors and employees are strongly encouraged to discuss job performance on a regular basis.</p>
Date Approved	January 22, 2008
Revised Date	March 30, 2015

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C21:	Progressive Corrective Discipline
Policy:	Horizons Centre administers equitable and consistent discipline for unsatisfactory or unacceptable performance in the workplace.
Guiding Principle:	<p>The major purpose for any disciplinary action is to:</p> <ul style="list-style-type: none"> • correct the problem • prevent recurrence • assist the employee for satisfactory performance in the future
Cross Reference	HR Downloads
Date Approved	January 22, 2008
Revised Date	October 12, 2016

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C21:	Progressive Corrective Discipline
Procedure:	<p>Progressive Discipline Process</p> <p>Progressive Discipline can be issued on either: attendance, health & safety or performance/conduct concerns.</p> <p>Employees will be given four opportunities to correct the unwanted behavior, unless the behaviour or concern is one of a severe nature, in which case, progressive discipline can be accelerated to match the violation. Progressive discipline will progress through steps 1-3 with the employee’s immediate supervisor. Step 4 will be conducted with the authorization of the Executive Director or designate. Step 5 will be conducted by the Executive Director or Designate.</p> <ol style="list-style-type: none"> 1. Coaching (<i>Employee Improvement Coaching Form</i>) 2. Verbal Warning Acknowledgment 3. Written Warning which may or may not include Performance Improvement Plan (PIP) determined by severity of violation. 4. Final Written Warning with Possible Suspension 5. Termination <p>With each violation or apparent issue, the employee will be provided with a written document to: (1) alert them to the issue, provide a reiteration of the correct policy regarding the violation, (2) advise them of the consequences associated with further infractions, and (3) provide a suggestion towards a method of improvement.</p> <p>All warnings will be kept on file for a period of eighteen months. If no further discipline occurs within the time period, the warning will become inactive. If further offences relating to the issue have taken place, the warning will be attached to the next set of progressive disciplinary actions.</p> <p>Investigation and Documentation</p> <p>All violations or alleged violations will be properly investigated and documented by the employee’s immediate supervisor. All measures that have been taken within the progressive discipline process will be documented and kept in the employee's personnel file.</p>
Date Approved	January 22, 2008
Revised Date	June 20, 2018

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C21:	Progressive Corrective Discipline cont.
Procedure:	<p>Performance Improvement Plan (PIP)</p> <p>Employees may be put on a PIP in conjunction with the first written warning. The employee's immediate supervisor will document and inform the employee of the areas of job performance which are to be improved. Realistic objectives or performance goals will be established to be achieved within set time frames, generally three to twelve months. While on a PIP the employee will be excluded from wage increases and advancement.</p> <p>Suspension</p> <p>During the final written warning, an employee may be suspended without pay. The intent of suspension without pay is to provide time for the employee to reflect on and correct the concern. During this time, training or other resources may be suggested in order to aid in the correction of the issue. Dependant on the severity of concern, employees may be put on Minor Suspension (excluded without pay from the workplace for a period of one to three working days) or Major Suspension (excluded without pay from the workplace for up to five working days).</p> <p>Termination of Employment</p> <p>The final stage of progressive discipline is termination of employment. Termination of employment with Horizons Centre may occur following an employee committing multiple violations of policy, after the logical steps for progressive disciplinary action have been taken or immediately following a severe violation.</p> <p>Employee's Right to Appeal</p> <p>An employee may make an appeal regarding disciplinary actions, utilizing the Employee Concern Resolution Process. (<i>Human Resources Policy C25</i>)</p> <p>Written appeals must contain:</p> <ul style="list-style-type: none"> • Details of the discipline; • Events surrounding the discipline; • Why the employee feels the discipline is not warranted or appropriate
Date Approved	January 22, 2008
Revised Date	October 12, 2016

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C22:	Criminal Charges
Policy:	All employees shall conduct themselves in a manner that is within the law.
Guiding Principle:	Allegations of criminal activity and actual criminal activity can have a substantial negative impact on the Agency, its reputation, daily operations, clients, employees and employee morale.
Cross Reference	
Date Approved	January 22, 2008
Revised Date	October 15, 2015

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C22:	Criminal Charges
Procedure:	<p>DEFINITION OF CRIMINAL CONDUCT</p> <p>Criminal conduct is defined as behaviour that attracts liability under any criminal law statutes.</p> <p>PROCESS</p> <p>If a criminal charge has, or may be laid against an employee, the employee must inform the Executive Director in writing within twenty four hours of the charge being laid or if they have knowledge that a charge may be laid.</p> <p>The employee must provide a copy of the charges and details of the charges.</p> <p>The employee must provide documentation to the Executive Director of the progress of any charges, court proceedings and/or any convictions, which will be kept in a sealed envelope in the Employees Personnel File.</p> <p>The employee must inform the Executive Director in writing of any criminal activity that is witnessed in the course of their duties.</p> <p>Employees making false accusations with malicious intent will be subject to disciplinary action.</p> <p>All information will be treated in a confidential manner.</p> <p>CONSEQUENCES</p> <p>Circumstances and consequences will be dealt with on an individual basis. Consequences may be determined by a number of factors:</p> <ul style="list-style-type: none"> • employee's job performance and position • the extent which the criminal matter is directly related to the employee's work • the nature and seriousness of the criminal matter • the ability of the employee to continue to perform employment duties in a satisfactory manner • the extent to which the criminal activity is incompatible with the employee's term of employment • the effect of the criminal matter on the Agency, its reputation, clients, daily operations, employees and the employee morale of the Agency • the consequences may range from no action up to and including dismissal
Date Approved	January 22, 2008
Revised Date	May 5, 2014

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C23:	Criminal Convictions
Policy:	<p>Horizons Centre requires full disclosure in regard to criminal convictions.</p> <p>Due to the sensitive nature of business conducted at Horizons Centre we reserve the right to deny/terminate employment to applicants/employees that have a criminal record.</p>
Guiding Principle:	<p>Horizons Centre will comply with all Federal and Provincial legislation regarding the protection of human rights for applicants when conducting criminal background checks. As Horizons Centre deals with vulnerable populations, we have a responsibility to protect and maintain their safety, and may do so by conducting thorough screening protocols for potential applicants and monitoring current employees.</p>
Cross Reference	
Date Approved	October 15, 2015
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C23:	Criminal Convictions
Procedure:	<p>Upon offer of employment Horizons Centre requires that the candidate provide a Vulnerable Sector Check.</p> <p>NEW HIRE</p> <ul style="list-style-type: none"> • Horizons Centre will explain to the applicant why a Vulnerable Sector Check is needed. • Horizons Centre will carefully review all the information before making a conditional offer. When the offer is made, the applicant will be asked to submit a Vulnerable Sector Check. • Horizons Centre will provide a request letter if necessary. • Under no circumstances will a Vulnerable Sector Check be used to discriminate against potential applicants. However, it is critically important that Horizons Centre hire staff appropriately in such a way as to protect staff and clients. • Police will first share the results of a Vulnerable Sector Check with the applicant. The applicant may then decide whether to proceed with the application and share it with Horizons Centre. Before doing so, the applicant could first choose to ask the Police Service to clarify, revise, suppress or remove information in the record. • Horizons Centre will withdraw any conditional offers made where it does not receive required information. • Although disqualification from Horizons Centre employment is possible, a previous conviction without a Pardon does not automatically disqualify an applicant from consideration for employment with Horizons Centre. Based on a variety of factors (e.g., the nature of the position, the nature of the conviction, when the conviction occurred), the candidate may retain eligibility for employment with Horizons Centre. • Where an applicant or employee's Vulnerable Sector Check reveals information under the “possible match” section or who has disclosed that he/she has been convicted with a criminal offense, a written description by the applicant of such offence will be required. A Certified Criminal Record Check will also be required. • Horizons Centre shall review the information provided to see if it is relevant to the job. Horizons Centre, the applicant and the Police Service should all be open to discuss the results. • Horizons Centre will remain open to the possibility of providing accommodation for the applicant if appropriate and possible. • Horizons Centre shall ensure that all applicants' information is kept confidential. Information will be kept in a sealed envelope in the employee’s personnel file with specific directions for access.
Date Approved	October 15, 2015
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C23:	Criminal Convictions
Procedure:	<p>Consequences</p> <ul style="list-style-type: none"> • If an applicant attempts to withhold information or falsify information pertaining to any convictions, the applicant will be disqualified from further employment consideration in any position with the agency due to falsification of an application • An offer of employment may be extended to an applicant prior to the completion of the Vulnerable Sector check. However, the applicant's first day of work in the position shall not be prior to the satisfactory completion of the Vulnerable Sector check, and their offer of employment may be revoked, pending reception of the Vulnerable Sector check. • Horizons Centre will act fairly and reasonably when making decisions that affect the rights and employment opportunities of others. Decisions which result in the denial of employment or removal from the current position must be made with careful consideration, respecting the need for due process. • Horizons Centre shall review the applicant's case in the event an applicant receives a "possible match" on the Vulnerable Sector Check. Upon completion of the review, the applicant may be accepted or denied employment at Horizons Centre. <p>CURRENT EMPLOYEE</p> <ul style="list-style-type: none"> • If an employee is convicted of a criminal offense, the employee must inform the Executive Director in writing within twenty four hours of receiving the conviction or if they have knowledge that a conviction will occur. • The employee must provide a copy of the conviction and details of such. • If an employee attempts to withhold information or falsify information pertaining to any convictions termination will result. • Where it is deemed appropriate, Horizons Centre officials may interview the employee to gain insight into any pertinent circumstances surrounding the results of their conviction and determine if accommodation is possible or appropriate. The following will be considered: <ul style="list-style-type: none"> ○ Employee's job performance and position ○ The extent which the criminal matter is directly related to the employee's work ○ The nature and seriousness of the criminal matter ○ The ability of the employee to continue to perform employment duties in a satisfactory manner
Date Approved	October 15, 2015
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C23:	Criminal Convictions
Procedure:	<ul style="list-style-type: none"> ○ The extent to which the criminal activity is incompatible with the employee's term of employment ○ The effect of the criminal matter on the Agency, its reputation, clients, daily operations, employees and the employee morale of the Agency ● Horizons Centre shall ensure that all applicants' information is kept confidential. Information will be kept in a sealed envelope in the employee's personnel file with specific directions for access. <p>Consequences</p> <ul style="list-style-type: none"> ● May range from no action up to and including dismissal.
Date Approved	October 15,2015
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C24:	Workplace Rules - Miscellaneous
Policy:	Employees shall refrain from activities which adversely influence the quality of service delivery.
Guiding Principle:	
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C24:	Workplace Rules - Miscellaneous
Procedure:	<p>Employees shall refrain from private collection of funds for charitable, religious, condolences or other purposes during work hours or on the Agency premises unless pre-approved by the Executive Director.</p> <p>Personal communication devices shall not be used by staff while supporting clients, unless they are being used for Agency or emergency purposes.</p> <p>Activities which are personal in nature and interfere with job assignments or duties are prohibited.</p> <p>A General Practice List will be available to all employees for reference and updated as needed.</p>
Date Approved	January 22, 2008
Revised Date	March 24, 2014

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C25:	Employee Concern Resolution Process
Policy:	<p>Horizons Centre employees shall use the established Employee Concern Resolution Process to address areas of concern.</p>
Guiding Principle:	<p>Horizons Centre is committed to providing the best possible working conditions for its employees, by providing its employees with a process which strives to resolve all concerns quickly and in which all employees involved are active participants. Another part of this commitment is encouraging an open atmosphere in which any problem, complaint, suggestion or question receives a timely response from the Agency's supervisors and management, as problems left unresolved do not go away, but usually get worse.</p>
Cross Reference	
Date Approved	January 22, 2008
Revised Date	July 26, 2012

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C26:	Personal Appearance
Policy:	Employees shall present themselves in attire that is appropriate to their position and nature of work performed.
Guiding Principle:	The Agency expects all employees to conduct themselves in a professional manner. As role models, not only to our clients but to the general public, employee presentation is the image of our Agency.
Cross Reference	
Date Approved	January 22, 2008
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C26:	Personal Appearance
Procedure:	<p>Employees should maintain dress, grooming, and hygiene standards that present the professional image of the Agency.</p> <p>Employees required to assist or train in a physically active environments shall ensure appropriate safety standards in relation to Personal Protective Equipment (e.g., footwear, eye protection). <i>See Human Resources Employee Health and Safety- Policy G1, Procedure 1.9</i></p> <p>Any employee who appears for work in a manner that does not conform to Agency standards may be required to correct the situation.</p> <p>Employees who are in doubt should consult their immediate supervisor.</p> <p>The period of absence from work for correction will be treated as unpaid leave. Employees in breach of the personal appearance standards will be subject to Progressive Corrective Discipline.</p>
Date Approved	January 22, 2008
Revised Date	October 6, 2014

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Policy C27:	Social Media
Policy:	<p>Employees shall be held accountable for what they write or post on social media and/or internet pages, whether directly or indirectly linked to Horizons Centre.</p>
Guiding Principle:	<p>Horizons Centre strives to maintain a positive image in the community. Employees must be aware of their responsibility to act as representatives of the Agency not only during business hours, but outside of regular business hours, and thus should conduct themselves in a manner that upholds the positive and professional image of Horizons Centre and its stakeholders. This policy is not intended to interfere with the private lives of employees, or impinge their right to freedom of speech. This policy is designed to ensure that Horizons Centre’s image and branding are maintained and upheld.</p>
Cross Reference	<ul style="list-style-type: none"> • Merriam-Webster Dictionary • F.O.I.P • P.I.P.A. • H.R. Downloads
Date Approved	October 6, 2014
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C27:	Social Media
Procedure:	<p>Definition</p> <p>Social Media is defined as any form of electronic communication through which users create online communities to share information, ideas, personal messages and other content (Merriam-Webster Dictionary). These include but are not limited to: Facebook, Twitter, LinkedIn, Myspace etc.</p> <p>Guidelines- Personal Social Media Sites</p> <p>Employees will be held accountable for what they write or post on social media or internet pages. Horizons Centre staff members that maintain personal social media pages or accounts are required to comply with the following guidelines as they relate to their association with Horizons Centre.</p> <ol style="list-style-type: none"> 1. Staff are expected to conduct themselves professionally both on and off duty. Where a staff member publicly associates with Horizons Centre, all materials connected with their page may reflect on the Agency. If a link can be made between a negative or inflammatory post and Horizons Centre, even if not named directly, it may result in disciplinary action, up to and including termination. Thus, inappropriate comments, photographs, links, etc. should be avoided. 2. Inflammatory comments, unprofessional, discriminatory or disparaging remarks made about the organization, employees, clients or stakeholders are prohibited and will result in disciplinary action, up to and including termination. 3. Staff are prohibited from posting any confidential/private information regarding the organization, employees, clients or stakeholders. 4. Use of personal social media may not conflict with any of Horizons Centre’s existing policies whatsoever. This includes the general practice of no cell phone use while supporting individuals (breaks and lunch only). 5. Employees are prohibited from using Horizons Centre protected materials (copyright material, branding and/or logo(s)) without prior express written permission. 6. In the event that a Horizons Centre staff member discovers any group(s) or post(s) that users have formed to discuss the agency or services, please bring them to the attention of management.
Date Approved	October 6, 2014
Revised Date	

Horizons Centre	<p style="text-align: right;">Section C: Terms and Conditions of Employment Human Resources</p>
Procedure C27:	Social Media
Procedure:	<p>Guidelines -Horizons Centre Social Media Pages</p> <ol style="list-style-type: none"> 1. Horizons Centre designate will be responsible for administration of Horizons Centre Social Media Pages. This person will be responsible for commenting, uploading and engaging in conversations with individuals. 2. Disclosure of confidential or proprietary information without prior authorization may result in immediate termination. 3. Inflammatory comments, disparaging remarks, or negative / inappropriate language or posts will result in disciplinary action. 4. Any legal issues in which the agency may be involved, or government issues related to the agency and our industry will not be discussed without prior approval from management. 5. Any photographs or videos being uploaded must have approval from management. 6. Employees will respect copyrights and not post text, images or video created by someone else without proper attribution and/or authorization.
Date Approved	October 6, 2014
Revised Date	