

Human Resources Policies

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1 INTRODUCTION TO THE MANUAL

1.1 OBJECTIVES

The Human Resource Policy Manual contains all of the human resource related policies for the Pinnguaq Association (Pinnguaq). The objectives of this manual are to:

- Ensure a positive working environment through fair, equitable, well-defined guidelines.
- Provide a standard reference for the Board of Directors and CEO in understanding their rights and responsibilities.
- Encourage continuity and consistency in the administration and application of human resource policies and procedures.
- Provide direction and authority in the day-to-day administration of human resources.

1.2 ELIGIBILITY AND SCOPE

These policies are approved by the Pinnguaq Board of Directors, and apply to all employees of Pinnguaq.

1.3 IMPLEMENTATION AND MONITORING

The Director of Human Resources will be responsible for the implementation and monitoring of the human resource policies and procedures. The policy manual will be reviewed annually by the Board of Directors. The procedure manual(s) will be reviewed at the discretion of the Board and/or CEO from time-to-time.

The HR Policy Manual was last reviewed on: July 5th, 2021.

The following specific policies were amended on: July 5th, 2021.

1.4 POLICY MANAGEMENT AND AMENDMENTS

Staff are requested to assist in keeping the human resource policies up-to-date by notifying the Director of Human Resources if they have any suggested improvements, or to report if problems are encountered, during the administration of the policies and procedures.

All parts of this document are supplementary to applicable legislation. In the event of a conflict between a policy/procedure and governing legislation, legislation will prevail.

2 GENERAL POLICIES

2.1 CODE OF CONDUCT

Pinnguaq must meet high ethical standards in order to merit the trust of its partners and clients, as well as donors, governments and the public. The integrity of Pinnguaq depends on ethical behaviour throughout the organization, and in particular, on fair, well-informed decision-making.

It is therefore essential that the people involved with Pinnguaq, including board members, employees, and volunteers demonstrate their ongoing commitment to the core values of integrity, honesty, impartiality, openness, respect, and responsibility.

Code of Conduct

The Board of Directors promotes the highest standards of ethical behaviour. This Code of Ethics has been established to provide appropriate guidelines.

1. **Integrity:** Pinnguaq board members, employees, and volunteers shall act with competence, honesty, integrity, respect, and fairness while carrying out their obligations for Pinnguaq.
2. **Role:** Board members, staff, and volunteers will act in the best interests of Pinnguaq in fulfilling its mission.
3. **Accountability and Transparency:** In carrying out its activities, Pinnguaq Directors, staff, and volunteers act within the letter and the spirit of the law. Pinnguaq embraces public interest, takes full responsibility for its actions, communicates truthfully, and ensures public records are easily available, while maintaining appropriate privacy and confidentiality requirements. Pinnguaq will manage its resources carefully and frugally, actively avoiding excessive expenses.
4. **Equal Opportunity:** Pinnguaq is committed to a policy of non-discrimination. As an organization which provides equal employment opportunities, we evaluate candidates and employees on the basis of merit, competence and qualifications.

Applicants and employees have the right to equal treatment without discrimination on the basis of race, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status or handicap.

Where warranted by the situation, exceptions to the above may be made in accordance with the provisions of the Ontario Human Rights Code, the Accessibility for Ontarians with Disabilities Act (AODA), and other relevant legislation, as amended from time to time.

5. **Gender Equality:** Pinnguaq adopts Canada’s minimum standards for working towards gender equality in operations and programming. Through this policy, Pinnguaq promotes the equal realization of dignity and human rights for girls, women, boys and men as beneficiaries, employees, donors, partners and other stakeholders in Pinnguaq’s work.
6. **Diversity:** It is Pinnguaq’s objective to develop and maintain a positive work environment conducive to learning, innovation, flexibility, inclusion, opportunity and growth for all of our employees. It is our goal to ensure that we cultivate a workforce that values diversity, appreciates the contributions of all team members, and enhances organizational capabilities through the utilization of diverse perspectives.
7. **Privacy:** Pinnguaq is committed to fostering a workplace culture where privacy is valued and respected, contributes to morale and mutual trust, and makes good business sense.

2.2 CONFIDENTIALITY

1. General

Due to the nature of our organization, employees may be privy to sensitive and confidential information. In order to maintain the trust and respect of our partners, clients, and funders, confidentiality is a top priority. This includes information pertaining to partners, participants, employees, the board, finances, human resources, and program/service delivery. Maintaining confidentiality is both a legal requirement and respects the rights of employees.

All staff will be asked to sign a confidentiality clause in their contract, which will be kept on file. Breach of the confidentiality agreement is when non-public information is disclosed (intentionally or unintentionally) to someone who is not entitled to that information. Disclosure of confidential information is a serious offence and may be considered cause for disciplinary action, up to and including termination and/or legal recourse. The provisions of this policy extend past when your employment ends.

It is recognized that in order to deliver our programs and services, collaboration among colleagues, as well as with external partners and groups, will occur. Staff are mindful of the information that they discuss, and never share any identifying information regarding our partners without the partner’s permission. If staff are unsure whether something is confidential, they should talk to their Direct Supervisor.

All staff of Pinnguaq will treat information provided or gathered by Pinnguaq with discretion. Any information received through involvement with Pinnguaq will not be used for personal gain.

2. Contracts

Pinnguaq, as a necessity, will enter into contracts with funders and partners. Details of all such transactions will be treated with respect and discretion.

3. Meetings

The Board and all its committees act as representatives of Pinnguaq. Deliberations, including the opinions of individual Board and Committee Members, will be kept confidential.

4. Other

Any other information that, if disclosed without authorization, could be prejudicial to the interests of Pinnguaq and/or individual(s) in or associated with Pinnguaq.

2.3 CONFLICT OF INTEREST AND ANTI-CORRUPTION

Pinnguaq must meet high ethical standards in order to merit the trust of its partners and clients, as well as donors, governments and the public. The integrity of Pinnguaq depends on ethical behaviour throughout the organization, and in particular, on fair, well-informed decision-making. The ability to make a decision is sometimes affected by other interests (personal or professional) of individuals in the organization. Such conflict of interest situations are a regular part of organizational and personal life and cannot simply be eliminated.

The objective of this policy is to permit Pinnguaq to manage conflict of interest and anti-corruption situations successfully and resolve them fairly.

This policy applies to all of Pinnguaq's Stakeholders (as defined below). This policy must be explained to all new Stakeholders. All Stakeholders must agree in writing, at the outset of becoming a Stakeholder, that they will abide by this policy and will reaffirm this request from time to time at the request of Pinnguaq.

It is recognized that the policy does not replace the roles that professional bodies play in regulating ethical conduct.

2.3.1 Conflict of Interest

Definitions

'*Conflict of Interest*' means any situation in which another interest or relationship impairs the ability of a Stakeholder to carry out his or her duties and responsibilities to Pinnguaq. A conflict of interest may be real, potential or perceived.

- (i) A *Real Conflict of Interest* exists when a Stakeholder or a Stakeholder's Associate has a private interest that is sufficiently connected to his or her duties and responsibilities to Pinnguaq that it influences the exercise of these duties and responsibilities.
- (ii) A *Potential Conflict of Interest* exists when a Stakeholder or Stakeholder's Associate has a private interest that could influence the performance of a Stakeholder's duties or responsibilities, provided that they have not yet exercised that duty or responsibility.
- (iii) A *Perceived Conflict of Interest* exists when reasonably well-informed persons could properly have a reasonable belief that a Stakeholder or a Stakeholder's Associate has a Real Conflict of Interest but upon review it is determined that there is no real conflict in fact.

Stakeholders: Persons in the following relationship to Pinnguaq:

- Members of the Board of Directors
 - Members of Committees of the Board of Directors
 - Employees
 - Contract staff, including consultants
 - Volunteers
 - Student
- *Stakeholder Associate* includes immediate Family Members of a Stakeholder, Corporations (other than Pinnguaq) of which a Stakeholder is a director or officer, and other legal entities to whom a Stakeholder owes a fiduciary duty.
 - *Immediate family members* of stakeholder include fathers, mothers, brothers, sisters, spouses (including a life partner), children, wards of employees or relatives permanently living in the employee's household such as grandparents.
 - Where the conflict of interest is material, the Stakeholder must act in accordance with these guidelines.
 - To assist in determining whether a material conflict of interest exists, the following guidelines are provided.

Private/Personal Interest

Generally, pecuniary interests lead to conflict of interest when a Stakeholder or Stakeholder's Associate is in a position to:

- (i) benefit financially or avoid financial loss as a result of a contract or other matter of monetary nature in which Pinnguaq is involved; or
- (ii) use for personal benefit information that has been obtained as a result of being on the Board of Directors, a Committee or otherwise carrying out his or her duties and responsibilities to Pinnguaq

Conflict of Interest should not be deemed to exist where:

- (i) A pecuniary interest is so remote or insignificant in nature that it cannot reasonably be regarded as likely to influence the Stakeholder
- (ii) The pecuniary interest of the Stakeholder is in common with a broad group with which the Stakeholder is associated.

Other private interests lead to conflict of interest when a Stakeholder has non-economic interest such as religious, corporate, and institutional interests which supersede or compete with his or her duties and responsibilities to Pinnguaq.

A Stakeholder's ability to place Pinnguaq's interests first may come into question particularly in situations where the Stakeholder holds a position of influence in another organization that has taken positions on issues related to one's under discussion by Pinnguaq. In such situations, a Stakeholder's loyalties may be divided between serving the best interests of two different organizations. This being the case, a conflict of interest should be declared.

Careful consideration should be given as to whether other private interests place a Stakeholder in conflict of interest position, especially when there are matters before the Board/Committee which affect: a non-share capital corporation in which a Stakeholder is a director or officer; and

- (ii) any other organization in which a Stakeholder, by virtue of office, holds a position of influence.

Prevention of Conflicts

Pinnguaq through its CEO shall have the responsibility to implement practical preventive measures to minimize the potential for conflict of interest situations, such as:

- Providing education about what to do when gifts and hospitality are offered;
- Providing meeting agendas in advance to enable participants to foresee possible conflicts;
- Ensuring that people are clearly told when information must be protected from improper use;
- Declining involvement in an action (such as supporting a questionable outside activity).

Guidelines for the Designated Person

If the Designated Person deems that a particular element of information on a possible conflict of interest must be provided to a wider audience of concerned parties (such as the members of a committee or the Board, or the public at large), then the Stakeholder involved should be consulted prior to the wider declaration.

In the event of a dispute between the Designated Person and the Stakeholder as to whether a conflict of interest exists or shall it should be managed, the Designated Person shall report the disputed conflict to the Board and the Board shall hear the matter and be the final authority on whether a conflict exists or not and, if applicable, at such time also determine what action should be taken to manage the conflict of interest. The subject Stakeholder, if a Board member, must refrain from voting on whether or not there is a conflict of interest.

Some Categories of Conflict of Interest Situations

- **Self-interested funding, contracting or hiring:** when an affected person uses a position in Pinnguaq to influence a decision to provide funding or contracts to another organization in which they have an interest, or to go outside normal hiring processes to give a job to a friend or family member.
- **Improper influence:** when an affected person solicits or accepts some form of benefit in return for influencing Pinnguaq activities or promoting someone else's interests in Pinnguaq.
- **Misuse of information or property:** when an affected person uses information or property to which the person has access at work, and to which others would not have access, for some personal benefit.
- **Inappropriate outside activity:** when an affected person's activities outside Pinnguaq are in conflict with the interests of Pinnguaq.

- **Gifts:** Accepting undue benefits, such as significant gifts which place an affected person under obligation to the donor. People in partner organizations and communities frequently offer gifts that it would be impolite to refuse. It is important to distinguish gifts and favours that represent goodwill and friendship from those that are designed to create an indebtedness on the part of the recipient.

A conflict of interest may also arise when gifts are larger than a normal token in a given situation. Key ethical principles in resolving the situation are integrity (i.e. action in line with our policy and values), transparency (including honesty in discussing the issue), and respect (for the gift giver).

An action would be to explain that policy will only allow the gift to be accepted on behalf of the organization. If there is an appearance of indebtedness, it may be necessary to respectfully decline the gift.

2.3.2 Anti-Corruption

Definitions

Corruption means 'the abuse of entrusted power for private gain'. This definition captures three elements of corruption. One, corruption occurs in both the public and private sectors. Two, it involves abusing power held in a state institution or a private organization. Three, the bribe-taker (or a third party or, for example, an organization such as a political party) as well as the bribe-giver benefit, whether it be in terms of money or an undue advantage. Sometimes the 'advantage' gained by the bribe-giver may not be 'undue' or clear cut but is nonetheless an advantage.

Bribery and kickback takes place when a person with authority accepts or solicits a bribe to exercise a function in a particular way.

A *bribe* is a payment or gift of any value (or promise thereof) made to secure or reward the improper performance of an activity or an improper commercial advantage.

A *kickback* is similar to a bribe but usually refers to a payment given in return for receiving a contract, which is 'kicked back' to someone involved in awarding the contract.

Responsibilities

Pinnguaq declares and guarantees that no offer, gift or payment, consideration or benefit of any kind, which constitutes an illegal practice, has been or will be made to anyone by Pinnguaq, or any representative of Pinnguaq, either directly or indirectly, as an inducement or reward for employment, grant, contract or agreement. Any such practice is grounds for terminating the employment or contract of said individual or taking any other corrective action as required.

The use of Company funds, assets, or personnel for any unlawful, improper, or unethical purpose is strictly prohibited.

A Stakeholder shall not:

- Offer or give or promise anything of value to a government official with the intent to obtain or retain any business or any other advantage.
- Offer, promise or give directly or indirectly any commercial bribe to any person.
- Retain a consultant, agent, or intermediary who has contact with, deals with, or does business with a government official until sufficient due diligence has been performed to enable Pinnguaq to conclude with reasonable assurance that the consultant, agent, or intermediary understands and will fully abide by applicable Anti-Corruption Laws and this Policy.
- Make any payments to government officials, including low-level government employees, to expedite or secure performance of a routine governmental action (sometimes referred to as “facilitation payments”)

Declarations

Pinnguaq must have a written agreement with each of its Stakeholders, including consultants, agents and intermediaries, which contains the specific anti-corruption declarations prescribed by this Policy and must require such party to affirmatively certify compliance each year with Pinnguaq's Conflict of Interest and Anti-Corruption Policy.

Any Stakeholders of Pinnguaq shall declare in writing to Pinnguaq if they:

- were convicted by a court of law in Canada or in any other jurisdiction for an offence involving bribery or corruption within the three-year period preceding the signing of a contract with Pinnguaq (or otherwise accepting a position with Pinnguaq), or
- are under sanction for an offence involving bribery or corruption, imposed by a government, a governmental organization or an organization providing development assistance.

Pinnguaq shall require its Stakeholders to declare to Pinnguaq in writing if any of their officers, employees or independent contractors:

- were convicted by a court of law in Canada or in any other jurisdiction for an offence involving bribery or corruption within the three-year period preceding the signing of a contract with Pinnguaq (or otherwise accepting a position with Pinnguaq), or
 - are under sanction for an offence involving bribery or corruption, imposed by a government, a governmental organization or an organization providing development assistance.

Pinnguaq shall make such declarations it receives from its subcontractors known to the staff and Board by providing each with a copy of such declarations.

Pinnguaq may terminate any contract/agreement forthwith for default where it is found that any Stakeholder has made a false declaration.

2.4 DIVERSITY AND INCLUSION

At Pinnguaq a diverse, inclusive, and equitable workplace is one where all employees and volunteers, whatever their gender, gender identity and expression, race, ethnicity, national origin, age, sexual orientation or identity, education, disability, or level of income, feels valued and respected.

Pinnguaq is committed to a nondiscriminatory approach and providing equal opportunity for employment and advancement in all of our departments, programs, and worksites. We respect and value diverse life experiences and heritages and ensure that all voices are valued and heard.

Pinnguaq is committed to modeling diversity and inclusion for the entire STEAM and non-for-profit sector and to maintaining an inclusive working and client environment with equitable treatment for all.

To provide informed, authentic leadership for equity, Pinnguaq:

- sees diversity, inclusion, and equity as connected to its mission and critical to ensure the well-being of our staff and the communities we serve.
- is committed to identifying and dismantling prohibited inequities within our policies, systems, programs, and services, and continually updating and reporting organization progress.
- explores potential underlying, unquestioned assumptions in its structure, work, and place that interfere with inclusiveness.
- advocates for and support board-level thinking about how systemic inequities impact our organization's work, and how best to address that in a way that is consistent with our mission.
- practices and encourages transparent communication in all interactions.
- commits time and resources to expand more diverse leadership within our board, staff, and places of engagement (e.g. committees).
- leads with respect and from a perspective of inclusion, expecting all employees to embrace this notion and to express it in workplace interactions and through everyday practices.

Pinnguaq committees to promoting diversity and inclusion by:

- pursuing cultural competency throughout Pinnguaq by creating substantive learning opportunities and formal, transparent policies.
- conducting quantitative and qualitative research related to equity.
- to make incremental, measurable progress toward the visibility of our diversity, inclusion, and equity efforts.
- improving our leadership by creating and supporting programs and policies that foster leadership that reflects the diversity of Canadian society.
- pooling resources and expanding offerings for underrepresented constituents by connecting with other STEAM and partner organizations committed to diversity and inclusion efforts.

- developing and presenting sessions on diversity, inclusion, and equity to provide information and resources internally, and to the community, and the STEM industry.
- developing a system for being more intentional and conscious of bias during the hiring, promoting, and performance evaluation process.
- training the Pinnguaq hiring team on equitable practices.
- advocating for public and private-sector policy that promotes diversity, inclusion, and equity.
- challenging systems and policies that create inequity, oppression and disparity.
- providing both in-house and external training opportunities on diversity and inclusion for staff.
- developing a diversity and inclusion plan with measurable outcomes and reporting requirements, reviewed regularly by the Board of Directors.

2.5 WHISTLEBLOWER POLICY

The Board and Senior Management must adequately manage risk and cultural issues within Pinnguaq. As representatives of Pinnguaq, individuals must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations. In addition, under the Occupational Health and Safety Act, workers have a responsibility to report health and safety violations and/or concerns without fear of reprisal. Pinnguaq’s aim is to encourage staff to report any wrongdoings in good faith and in an environment free from victimisation.

Scope

This policy applies to all Staff members (including Directors), contractors, consultants, and volunteers working for or with Pinnguaq, and sets out the minimum requirements.

Policy

Commitment

Pinnguaq’s Directors and Management encourage all stakeholders to report Wrongdoing. All staff should feel confident and comfortable about reporting Wrongdoing.

Pinnguaq’s Directors and Management are committed to protecting and supporting the dignity, wellbeing, career and reputation of anyone reporting Wrongdoing.

What is “Wrongdoing”?

Examples of Wrongdoing include, but are not limited to, the following:

- a breach of regulations or laws or a breach of Pinnguaq’s Policies and Codes;
- dishonest or corrupt behavior, including soliciting, accepting or offering a bribe, facilitation payments or other such benefits;
- fraudulent activity;
- illegal activity (including theft, drug sale / use, violence or threatened violence and property damage);
- impeding internal or external audit processes;

- improper behavior relating to accounting, internal accounting controls, actuarial, or audit matters;
- an activity that poses a substantial risk to the environment;
- a serious impropriety;
- conduct endangering health or safety;
- a substantial mismanagement of Pinnguaq’s resources;
- conduct that is detrimental to Pinnguaq’s financial position or reputation; and
- concealment of Wrongdoing.

2.6 REPORTING VIOLATIONS

It is each employee’s personal responsibility to bring violations or suspected violations of Pinnguaq’s Human Resources Policies & Procedures to the attention of their supervisor or to the CEO. Pinnguaq’s policy prohibits any retribution against employees who come forward to make such reports. Please refer to policy [2.6 Whistleblower Policy](#).

It is a misapplication of Pinnguaq’s policies to make a false report against another employee. False, distressing, or malicious complaints may result in disciplinary action, up to and including termination of employment with Pinnguaq.

2.7 INSURANCE FOR EMPLOYEE USE OF OWN AUTO

An employee using their personal vehicle while on Pinnguaq business must have their own Standard Automobile Policy in place with a minimum limit of \$1,000,000 for Third Party Liability. Company business includes work that is a regular responsibility outlined in the employee’s job description, or is otherwise assigned by the manager.

Pinnguaq may provide a company vehicle to you to be used solely for the purpose of delivering Pinnguaq learning experiences and must be used for business use only. Employees must meet the Eligibility requirements to operate the company vehicle.

2.8 CONTACT WITH MEDIA

The Chair of the Board is the official spokesperson on governance and policy issues. Both the Chair of the Board and the CEO can speak on major announcements. The CEO is the spokesperson on operational issues. The CEO is also the primary media contact.

2.9 SOCIAL MEDIA

This policy provides guidance for employee use of social media, which should be broadly understood for purposes of this policy to include blogs, wikis, microblogs, message boards, chat rooms, electronic newsletters, online forums, social Pinnguaq sites, and other sites and services that permit users to share

information with others in a contemporary manner. The policy applies to professional use of social media on behalf of Pinnguaq as well as personal use of social media when referencing Pinnguaq.

When using social media, Employees are expected to know and adhere to Pinnguaq's Code of Conduct, Social Media guide and other related company policies. As such, it is prohibited to post-social media content including posting commentary, content, or images that are defamatory, pornographic, proprietary, harassing, libelous, or that can create a hostile work environment. Subject to applicable legislation, after-hours online activity that violates the Company's Code of Conduct or any other company policy may subject an employee to disciplinary action or termination. All Employees should be aware of the effect their actions may have on their images, as well as Pinnguaq's image. The information that employees post or publish may be public information for a long time.

Pinnguaq reserves the right to observe content and information made available by employees through social media. Employees should use their best judgment in posting material that is neither inappropriate nor harmful to Pinnguaq, its employees, stakeholders, partners, or volunteers.

3 EMPLOYMENT POLICIES

3.1 VIRTUAL WORKPLACE AND HOME OFFICE

Daily operations of Pinnguaq take place in a virtual and physical workplace and may require employees to work from individual home offices. This policy outlines the special features of this employment relationship and lays out the guiding principles that inform day-to-day interaction with the virtual workplace from individual home offices.

The virtual workplace is guided by the principles of geographical diversity; a respect for the environment and a commitment to reducing the environmental footprint of the organization; and a desire to afford staff maximum opportunity to establish healthy work-life balance.

Pinnguaq recognizes that this non-traditional workplace requires a commitment on behalf of individual employees and the employer to ensure productivity and connectedness.

An essential building block for the success of the virtual workplace is trust, trust will be built through transparency and mutual accountability between employees and managers.

Definitions:

- **Virtual Workplace:** is a workplace that is not located in any one physical space. It is usually in a network of several workplaces technologically connected (via a private network or the Internet) without regard to geographic boundaries. Employees are thus able to interact in a collaborative working environment regardless of where they are located. A virtual workplace integrates hardware, people, and online processes.

- Home Office: the physical location where an employee spends the majority of their working day, for which the Pinnguaq reimburses certain expenses as outlined in *Section 3.6 Personal Equipment & Usage Reimbursement*.
- Telecommute Location: a physical location, determined by the employer, where employees are required to work together for a period of time.
- Slack: Slack is the internet based system Pinnguaq currently uses as its virtual office, the system is a central place for communication, file management, and task management.

3.2 HOURS OF WORK

To provide guidelines regarding work hours that meet operational requirements while considering employees' preferences and external obligations.

Hours of work, work schedules, lunch breaks, and other related work time decisions fall within the discretionary authority of the employee's direct supervisor. Decisions regarding these matters shall be governed by the operational requirements of Pinnguaq. Pinnguaq reserves the right to alter work-time arrangements as necessary, but shall exercise this right in a fair and reasonable manner.

Definitions

Full time- employee: scheduled for an average of 25 hours or more per week.

Part-time employee: scheduled fewer than 48 hours biweekly.

Term employee: individuals hired to work on a program or project, which has a definite term and/or is operated on a special funding grant.

Consultants: individuals who work on a fee-for-service basis.

Attendance

Punctuality and reliability are significant factors that impact an employee's personal success and the overall success of Pinnguaq. If an employee will be late or is unable to work their regularly scheduled shift, they are to notify their Direct Supervisor as soon as possible.

3.3 OVERTIME/LIEU TIME

Overtime is considered to be any hours worked in excess of 37.5 hours in a week for full-time employees and regularly scheduled hours for part-time employees. Employees must have explicit written permission from their Direct Supervisor to accrue overtime. As a general practice, overtime permission should only be granted in extenuating circumstances.

In accordance with the Employment Standards Act's overtime provisions, Pinnguaq grants equivalent time off for hours worked beyond what would be considered a standard workweek. Lieu time for any hours worked in excess of 40 hours (Ontario)/ 44 hours (Nunavut) in a standard week is calculated at a rate of 1:1.5. The time off will be taken at a time mutually agreeable between the Direct Supervisor and the

Employee. Generally overtime should be used within the week it has been accrued to minimize the impact of extended hours. Exceptions to this must be approved by the Director of Human Resources.

3.4 TRAVEL AND EXPENSE CLAIMS

This policy sets out Pinnguaq's process for the submission, review and approval of Expense Claims related to both domestic and international travel.

Expense claims fall within the purview of the Chief Finance Officer, who is responsible for reviewing and approving all expense claims.

This policy is to provide information and assistance to employees claiming reimbursement for expenses incurred while traveling on approved Pinnguaq business or when representing the interests of Pinnguaq, including expenses for travel, meals, lodging, professional expense reimbursement, and relocation costs.

A potential Claimant shall include but not be limited to the following persons or organizations:

- Employees and/or independent contractors of Pinnguaq; and
- Directors and volunteers of Pinnguaq.

Notwithstanding that Pinnguaq is not subject to the Treasury Board Secretariat Directives or the National Joint Council policies for travel and reimbursement of expenses, Pinnguaq shall abide, where possible, to the principles set out in such policies provided that in the event of a conflict between the provisions of the Treasury Board Secretariat Directives and/or the National Joint Council policies, those policies shall prevail and govern the conduct of Pinnguaq when considering Expense Claims. Please refer to the most current version of the [Treasury Board Secretariat Directives](#) and [National Joint Council Directives](#).

3.4.1 TRAVEL REIMBURSEMENTS

The following policy on travel reimbursements apply in the following situations:

1. When a traveller is away from the workplace on Pinnguaq travel without an overnight stay in Canada or the U.S.A;
2. when a traveller is away from the workplace on Pinnguaq travel overnight, in Canada or in the continental U.S.A;
3. when an employee is away from the workplace on Pinnguaq travel overnight, outside Canada or the continental U.S.A. or when the point of departure is outside of Canada or the continental U.S.A. This policy was developed utilizing the [National Joint Council Travel Modules](#), and reimbursements may not exceed this amount.

In the case of an employee travelling outside of Canada or the U.S.A, a daily comprehensive allowance may be authorized in circumstances where established allowances are not practical, reasonable or equitable.

Pinnguaq will not cover the costs for obtaining entry documents, and/or an appropriate passport and photos, and/or visa as determined by Foreign Affairs and International Trade Canada, and any required inoculations, vaccinations, X-rays and certificates of health.

3.5 DEPENDENT CARE

An employee who is required to travel on Pinnguaq business shall be reimbursed actual and reasonable dependant-care expenses up to a daily maximum of \$35 Canadian, per household, with a declaration, or up to a daily maximum of \$75 Canadian, per household, with a receipt when the employee is the sole caregiver of a dependant who is under 18 years of age or has a mental or physical disability.

The dependant-care allowance shall apply only for expenses that are incurred as a result of travelling and are additional to expenses the employee would incur when not travelling.

3.6 HOSPITALITY, EVENTS, CONFERENCE

For hospitality and expenses related to event planning or attending conferences, the event schedule or materials with details and dates of the event or conference must be provided for approval prior to incurring the expense. Treasury Board Secretariat guidelines will be followed.

3.7 EMPLOYEE CONFIDENTIALITY

Pinnguaq will only request and collect personal information from employees, volunteers, and job applicants if there is a clear and purposeful reason for obtaining such information. Any information provided will be kept in strict confidence. Employees have the ability to view their personal information on file and to challenge its accuracy if required. Pinnguaq has the legal obligation to uphold Canada's Personal Information Protection and Electronic Documents Acts (PIPEDA) in the way that it collects, uses, and discloses personal information.

3.8 EMPLOYEE HUMAN RESOURCES FILE

Each employee is required to have an employee human resources file on record. These files are the property of Pinnguaq, and will be kept in strict confidence, with access being restricted to management only. For more information on Personal Information Protection and privacy, please see [Policy 3.7 Employee Confidentiality](#) and [Policy 2.2 Confidentiality](#).

Changes to the personal information contained in employee human resources files is the responsibility of the employee. This includes changes to contact information, banking information, and emergency contacts.

For Employees under the age of 18, Pinnguaq will record the Date of Birth. This information will be kept on file until they are 21 or three years after their employment concludes, whichever occurs first.

3.9 OUTSIDE EMPLOYMENT

Pinnguaq recognizes the right of its employees to privacy and to make use of personal time outside of working hours as they see fit. However, outside employment opportunities should be carefully considered to ensure the employee's ability to perform their responsibilities at Pinnguaq are not adversely affected.

- Employees are prohibited from using time, tools, equipment, materials, personnel, or information obtained through Pinnguaq for outside activities.
- All outside employment and associated activities must be kept separate from the employee's Pinnguaq responsibilities.
- The outside employment should not embarrass or discredit Pinnguaq.

3.10 PARTICIPATION IN POLITICAL ACTIVITY

Pinnguaq neither encourages nor discourages discussion of political beliefs or participation in political activities among its employees. However, as a non-profit organization, Pinnguaq will not engage in political activities including the participation in or intervention in any political campaign (including the publication or distribution of statements) on behalf of or in opposition to any candidate for public office.

3.11 SOLICITATION

Pinnguaq employees must provide their full dedication during the performance of job responsibilities to ensure the fulfillment of the goals and objectives of Pinnguaq.

3.12 PERSONAL USE OF PINNGUAQ EQUIPMENT

Pinnguaq's resources should be used for the benefit of Pinnguaq and not for personal use or financial gain.

3.13 ACCURACY OF RECORDS

Pinnguaq's business transactions must be properly authorized and recorded fully and accurately in the company's books and records.

3.14 COMPUTER USE, INTERNET AND EMAIL

Pinnguaq's goal for technology is to help employees by providing the right information and technology, at the right place, and the right time. We have a commitment to protect our information assets & rights to privacy and confidentiality. To support the virtual office, Pinnguaq makes use of online software for communication and storing data. All employees are responsible for ensuring that they maintain updated and accurate documentation, as it pertains to their job responsibilities and to follow procedural guidelines for naming and saving files.

All employees that have access to organizational computer systems must adhere to the password policies defined below in order to protect the security of Pinnguaq, protect data integrity, and protect computer systems.

All computers that are used for business purposes must be password protected in case they are lost or stolen to protect client confidentiality and business information.

In addition, if the computer that you use for business purposes is also accessible by individuals who are not employed by Pinnguaq, you must log out of all related business systems whenever you are not using your computer.

3.15 PROJECT AND TASK MANAGEMENT

Consistent, clear, and effective implementation of projects is central to Pinnguaq achieving its vision, mission and mandate. All staff are encouraged to prioritize clear communication between project team members and to use project management tools at their disposal to organize tasks, meet deadlines, achieve work objectives, and ensure high quality of work.

3.16 WORKING ALONE

Employees will not work alone during any client/ public-facing program delivery, including both in-person and online delivery, involving children, youth and adults.

At all times during program delivery a minimum of two (2) employees must be present (must include at least one Pinnguaq employee and one other Pinnguaq employee *or* Pinnguaq volunteer *or* an employee who is eighteen years or older from a partnering agency who agrees to co-supervise). Client/public-facing programming will be canceled or ceased, even in circumstances when programming has already begun, when fewer than two employees are present.

4 PAY AND BENEFITS

4.1 SALARIES & WAGES

Pinnguaq is committed to an approach of salary administration which is internally and externally competitive and equitable, and also recognizes and encourages individual performance. The purpose of the policy is to:

- Ensure the fair and equitable salary treatment of Pinnguaq employees
- Set salary levels which will enable Pinnguaq to recruit and retain qualified employees
- Provide guidelines for ongoing salary administration
- Promote individual performance
- Encourage innovation and creative solutions
- Fulfill the organizational mission, vision, and promote strategic direction
- Ensure job satisfaction

Salary Schedule - The salary schedule will be based on the established salary scales that will be reviewed annually by the CEO and the Board.

4.2 WAGE GARNISHMENT

Wage garnishment occurs when Pinnguaq receives a court-ordered Notice of Garnishment indicating that an employee has outstanding debts that require payments to be deducted directly from a paycheque. Money owing could be in the form of court ordered child/family support, taxes or unpaid court fees.

4.3 VACATION

Full-time Employees – Pinnguaq provides vacation time to full-time employees as noted in their contracts. Vacation should be taken in full during the calendar year. Cash payments will not be made in lieu of vacation except upon termination of employment.

Part-time Employees – Pinnguaq provides vacation pay to part-time employees with the biweekly payroll.

4.4 STATUTORY HOLIDAYS

Pinnguaq observes the five (5) paid national statutory holidays:

- New Year’s Day
- Good Friday
- Canada Day
- Labour Day
- Christmas Day

Seven (7) additional provincial/territorial public holidays will be observed as follows in the relevant province/ territory:

- Family Day (Ontario)
- Victoria Day (All provinces)
- First Monday of August (All provinces)
- Nunavut Day (Nunavut)

- Thanksgiving Monday (NU and ON)
- Remembrance Day (Nunavut)
- Boxing Day (ON)

In the case where an employee’s home office is located in a province with alternative provincial public holidays, employees may request to take their provincial holiday in lieu of the above mentioned provincial public holidays to a maximum of three (3) days annually.

4.5 RELIGIOUS/CULTURAL ACCOMMODATION

Pinnguaq respects and welcomes the diversity of staff, and this extends to individual cultural, religious creed or religion of employees. As prescribed by the Employment Standards Act, all employees will be given the ten (10) statutory holidays off, accompanied by statutory pay (Policy 4.4 Statutory Holidays).

Under the Ontario Human Rights Commission’s Policy on Creed and the Accommodation of Religious Observances, and other related legislation, it is against the law to discriminate based on religion or creed. Pinnguaq will work with employees to ensure that everyone has access to the same opportunities, and are treated with equality, dignity, and respect. Personal Leave of Absence is described in 4.7.

Culture and religion includes the practices, beliefs, and observances that are part of a culture, faith or religion. It does not include personal moral, ethical, or political views.

4.6 PERSONAL EMERGENCY LEAVE

Pinnguaq employees are granted ten (10) Personal Emergency Leave Days per calendar year. The accumulation of Personal Emergency Leave allows continuation of full base pay when an eligible employee is required to be absent from work for personal reasons. These days can be used for sick leave, medical appointments, family emergencies, or other personal reasons.

Personal Emergency Leave is accrued based on a staff member’s regularly scheduled hours of work. A full-time employee accrues personal emergency leave at the rate of ten paid days per calendar year. A regular part-time employee accrued personal leave days on a prorated basis, starting from the first full payroll period worked – however, Employees will not accrue personal leave when absent from work for more than ten (10) work days (except for absences due to holidays, vacation and personal days). Personal Emergency Leave also may not be taken in advance of accrual.

Personal Emergency Leave may not be carried over into a subsequent calendar year and it cannot be cashed out as it has no intrinsic cash value. Personal Emergency Leave balances are not earned compensation nor are they payable upon termination of employment. Personal Emergency Leave is paid on a straight time basis, not to exceed the scheduled hours for the scheduled work hours missed. Personal Emergency Leave is provided only for the reasons stated in this policy and may not be used for other purposes. Personal Emergency Leave may not be advanced. Where employees use more than 10 days of

Personal Emergency Leave, Personal Leave of Absence (Policy 4.7) can be applied with approval from management.

When an employee is absent for medical reasons, the employee's regular human resources file will contain only the dates of the medical absence, not the medical reason(s) for the absence. All information about an employee's medical condition is confidential and must be kept by the Director of Human Resources in a file separate from the employee's human resources file.

4.7 PERSONAL LEAVE OF ABSENCE

Pinnguaq grants employees ten (10) *unpaid* personal leave days off per year, including Religion/ Cultural Accommodations.

4.8 PREGNANCY AND PARENTAL LEAVE

Employees are eligible for pregnancy or parental leave after working for Pinnguaq for at least 13 weeks, as defined by applicable legislation. Employees are expected to provide a minimum of two weeks' written notice prior to the date the pregnancy or parental leave is to begin, except in the case that the birth occurs earlier than the expected date of birth. Notice must be accompanied by a certificate from a legally qualified medical practitioner, clearly indicating the expected delivery date, or legal forms that outline the official date of adoption. Employees must return to employment at Pinnguaq for a minimum of six months upon the end of Parental Leave, and will be required to sign an agreement to these terms.

If eligible, employees may receive employment insurance maternity or paternity benefits, as offered by the Government of Canada.

Vacation time and years of service continue to accrue during pregnancy and parental leaves.

Pregnancy Leave

Employees are provided up to 17 weeks off for pregnancy leave, which can be initiated any time within 17 weeks of the anticipated delivery date.

Pregnancy leave taken in excess of 17 weeks for medical reasons related to the pregnancy will be treated as a Sick Leave in accordance with [Policy 4.6 Sick Leave](#).

Parental Leave

Parental leave is available to employees who become a parent of a newborn child, or newly adopted child(ren). Parental leave may commence once the pregnancy leave ends, and no later than 52-weeks after the delivery date, or the date that the child comes into custody.

If an employee is unable to return to work because of illness associated with the birth of the child, Pinnguaq requests that notification be provided to the Director, Human Resources as soon as possible. Additional time off will be treated as a Sick Leave in accordance with [Policy 4.6 Sick Leave](#).

If an employee does not anticipate returning to work following a parental leave, Pinnguaq requests that they provide at least two weeks' written notice of the decision to resign.

Salary

For employees who have been employed at Pinnguaq for at least 6 months, Pinnguaq offers a top-up equal to the difference between the employment insurance benefit plus any other earnings, and 70% of an employee's regular pay for up to 35 weeks of parental leave to a maximum of a \$12,000 contribution per parental leave and/or pregnancy leave period. As a condition to receiving this top-up benefit, employees must provide proof of the employment insurance payment to payroll.

Part-time employees are paid on the same basis as full time employees but the top up pay is prorated.

In the situation where both parents are Pinnguaq employees, Pinnguaq top-up will only be provided to one parent during the leave period, at the employee's choosing.

4.9 PROFESSIONAL DEVELOPMENT

Pinnguaq values professional development for its employees and will budget annually for such opportunities. Pinnguaq supports their staff to gain and enhance relevant and related skills to ensure that staff enjoy continued professional development (PD) and growth and towards organizational excellence, innovation and collaboration. Employees may request approval for professional development opportunities from their supervisor. In the event that Pinnguaq requests a specific conference, course or training experience, the employee shall be able to enroll and pursue training during regular working hours.

Each request will be judged on its own merit and will be subject to the availability of funds.

4.10 HEALTH BENEFITS AND PENSION PLAN

All Full Time Pinnguaq Employees receive a comprehensive package of group insurance benefits provided through Chamber of Commerce Group Insurance Company (www.chamberplan.ca). Benefit enrollment is offered upon employment and begins the first of the following month. Pinnguaq covers 50% of benefit costs.

As a member of this Group Benefit Program, it is up to you to provide your employer/plan administrator with any information changes. Registered employees will receive an electronic benefit coverage booklet and coverage cards. Online accounts can be created at <https://www.my-benefits.ca/#/> to manage benefits.

All Full Time Pinnguaq Employees receive access to a group Pension Plan provided through Common Good. Employees are able to make Employee contributions to the Pension Plan (<https://www.commongoodplan.ca/>)

5 HEALTH AND SAFETY POLICIES

5.1 HEALTH AND SAFETY

Pinnguaq is very interested in the health and safety of its employees. Protection of employees from workplace-related injury or occupational disease is an important, ongoing objective of Pinnguaq.

Pinnguaq will make every effort to facilitate, foster and provide a safe, healthy workplace environment for our employees. Everyone, not only Pinnguaq, but also all of the employees, must jointly and co-operatively be dedicated on an ongoing basis to minimizing and reducing risk of injury in our workplace.

Pinnguaq, as the employer, is responsible for taking steps to protect and facilitate employees' health and safety. Pinnguaq is committed to adhere to and comply with any duties it may have arising under the *Employment Standards Act, 2000*, the *Occupational Health and Safety Act*, and other relevant legislation, such as taking reasonable precautions to promote, raise awareness of and protect the health and safety of employees in the workplace.

Employees employed by Pinnguaq will be held responsible and accountable for the health and safety of themselves and their co-workers. Pinnguaq is also committed to ensuring that equipment and facilities are safe and that employees perform their own duties and responsibilities in compliance with established or required safe work practices and procedures.

Every employee must protect his or her own health and safety by working in compliance with the law and with safe work practices and procedures established by Pinnguaq. Employees will continue to receive information, assistance and training from time to time and competent supervision in their specific employment duties to promote, raise awareness for and protect their health and safety.

It is in the best interests of everyone to continue to be very mindful of and consider health and safety in every activity in our workplace. Commitment to health and safety must form an integral part of this organization, not only for me, but also for every employee of Pinnguaq.

This Health and Safety Policy is posted by Pinnguaq to ensure that everyone is aware in the future of Pinnguaq's commitment to the health and safety of every person who is employed by Pinnguaq. Any questions, concerns or issues arising that may relate to the health or safety of any employee of Pinnguaq should be promptly brought to the attention of the CEO.

Pinnguaq will maintain all Statutory Health and Safety practices and implement such others as are consistent with our needs and position as a charitable organization. All persons when on site are required to refrain from any activity which may jeopardize the health and safety of themselves and others.

Employee Rights

Employees have three basic rights under the joint responsibility health and safety model:

- The right to know about workplace safety hazards.
- The right to refuse unsafe work if they have reasonable cause to believe the work is dangerous.
- The right to participate in the occupational health and safety process.

Employee Obligations

Maintaining a safe work environment requires the continuous cooperation of all employees.

- All employees must recognize that it is their duty to comply with all Health and Safety rules, regulations and guidelines.
- All persons are required to refrain from any unsafe practices or hazardous actions (including horseplay and practical jokes) and to exercise due care and diligence while performing duties.
- Any unsafe conditions, materials or equipment and all accidents or injuries must be reported.

5.2 ACCIDENT REPORTING AND INVESTIGATION

All employees must report accidents, incidents, close calls, and “near-misses,” regardless of how insignificant the injury or damage may appear, to the CEO. This policy ensures that incidents are investigated in accordance with Pinnguaq policy, the Occupational Health and Safety Act and other relevant legislation, and that steps are taken to identify and correct unsafe acts and conditions to reduce the potential for future incidents.

Some incidents are immediately reportable to the Ministry of Labour. Incident sites should not be disturbed unless the safety of workers is at risk.

Action items from incidents will be documented and tracked for completion and follow-up, and procedures will be reviewed to ensure that changes required by the investigation findings are implemented and that they meet or exceed jurisdictional requirements.

Investigations of close calls and near misses provide Pinnguaq the opportunity to address the issue and make changes in order to prevent a future accident or incident from occurring.

5.3 CRITICAL INJURY OR FATALITY

The Occupational Health and Safety Act establishes additional requirements where a person is killed or critically injured from any cause at the workplace. This policy outlines these requirements and assigns responsibilities to ensure that they are dealt with in the manner prescribed.

Definition:

Critical Injury: An injury of serious nature that places life in jeopardy; produces unconsciousness; results in a substantial loss of blood; involves a fracture of a leg or arm but not a finger or toe; involves the amputation of a leg, arm, hand or foot but not of a finger or toe; consists of burns to a major portion of the body; causes the loss of sight in an eye; or results in the loss of life.

Responsibilities

Pinnguaq will comply with the legislative requirements surrounding the investigation and reporting of a critical injury or fatality, as prescribed by the Occupational Health and Safety Act and other relevant legislation.

In addition to the procedures below, Pinnguaq will: develop procedures for investigating critical injuries/fatalities; arrange for training in critical injury/fatality investigation, as needed, for supervisory staff; and establish a process for review of critical injury/fatality reports to prevent similar injuries.

5.4 ACCIDENT PREVENTION

Pinnguaq aims to ensure that all possible sources of health and physical hazards are identified and reduced or eliminated in the workplace and at Pinnguaq sponsored events. This is achieved through having trained and competent staff, performing regular inspections, and providing training and education to promote a culture of health and safety.

5.5 WORKPLACE HARASSMENT

Pinnguaq is committed to facilitating, promoting and providing a workplace environment in which all individuals are treated with respect and dignity.

Pinnguaq will continue to follow and adhere to not only the specific requirements of, but also the spirit and intent of, all applicable law in Canada governing workplace harassment, including the Ontario *Human Rights Code* and the *Occupational Health and Safety Act*.

Workplace harassment will not be tolerated by Pinnguaq from any person in the workplace, including any full-time, part-time, probationary, temporary and casual employees, or any volunteers, interns and students. Everyone in the workplace must be dedicated to preventing workplace harassment. Employees are expected to uphold this Policy and will be held accountable by Pinnguaq if they do not do so.

This Policy also protects, and is intended to protect, employees of Pinnguaq from workplace harassment by or from any other individuals who those employees may contact, or have dealings with, in the course of their employment duties. These may include, for example, clients, members of the public and those who supply goods or services to Pinnguaq during the course of business.

Reprisal refers to a negative action or omission against an employee who:

- invokes this Policy, whether on behalf of oneself or another individual;
- participates or co-operates in any enquiry under this Policy;
- associates with a person who has invoked this Policy or participated in its procedures; and/or
- performs a legitimate role under this Policy.

Workplace harassment means engaging in a course of vexatious comment or conduct towards or against an employee in a workplace that is known, or ought reasonably to be known, to be unwelcome or inappropriate. This includes comments or actions in the workplace that may negatively impact working relationships or productivity or create a poisoned work environment. Harassment may also relate to a form of discrimination, as set out in the Ontario *Human Rights Code*, but it does not have to.

Workplace harassment includes psychological or personal harassment and bullying, as well as comments and conduct prohibited under the grounds stipulated in the Ontario *Human Rights Code*.

Harassment may occur as one incident, or a series of incidents, involving unwelcome or inappropriate comments or conduct.

Examples of harassing behaviour may include, but are not limited to:

- verbal abuse or inappropriate displays of anger;
- bullying behaviour;
- comments or actions constituting harassment or discrimination under the Ontario *Human Rights Code* including, but not limited to, sexual harassment and harassment based on race, religion, sexual orientation, ethnic background, or disability, including mental health-related issues;
- the display, circulation, or electronic transmission of pornographic, racist or other offensive or derogatory text or pictures;
- conduct that may interfere with a person's work performance or creates an intimidating, hostile or offensive work environment;
- unfounded complaints made in bad faith, in reprisal, frivolously or with malicious intent;
- interfering with a workplace violence or harassment investigation; intimidating a complainant, respondent or witness; or influencing a person to give false or misleading information;
- reprisal as defined in this Policy;
- any other inappropriate, negative, disrespectful or unprofessional treatment of others; and/or
- failure of employees, to respond in accordance with this Policy to interpersonal misconduct or allegations of discrimination or harassment, which failure may be considered as condoning such behaviour and, therefore, a potential violation of this Policy.

This Policy is not intended to limit or constrain Pinnguaq's role as employer or the reasonable exercise of any employee's role and function in the workplace. This Policy does not prohibit any employee from carrying out duties that may fall within his or her responsibilities, provided this is done in an appropriate, professional manner, which does not constitute an abuse of power or authority. Such duties, may include, but are not limited to, conducting performance appraisals, addressing performance and conduct issues, delegating work assignments and determining work locations and schedules for employees.

Employees are encouraged and requested to report any incidents of workplace harassment to the CEO promptly. Any person who feels that they have experienced workplace harassment not only may, but should, take the necessary steps promptly, such as filing a complaint with the CEO under this Policy, or initiating other steps, without prejudice or fear of reprisal.

Nothing in this Policy prevents or discourages any employee from filing a claim or complaint with the Ontario Human Rights Tribunal on a matter related to the Ontario *Human Rights Code* in accordance with the requirements of the *Code*. Every employee also has the right to exercise any other legal mechanism available. This Policy, and the procedures that will be taken by Pinnguaq under this Policy, are not the only steps that may be taken by any employee who feels they have been subject to conduct or behaviour that would constitute violence or harassment in the workplace, or be contrary to this Policy.

Every employee should ask Pinnguaq for more information about this Policy, if desired. In addition, more information is available online, as follows:

- *Employment Standards Act, 2000* – www.e-laws.gov.on.ca
- *Occupational Health and Safety Act* – www.e-laws.gov.on.ca
- Ministry of Labour (Ontario) - <http://www.labour.gov.on.ca/english>
- Human Rights Tribunal of Ontario - <http://www.hrto.ca>
- Ontario *Human Rights Code* - www.e-laws.gov.on.ca

Pinnguaq will also provide any employee, who may request it, copies of any of this law or legislation.

5.6 WORKPLACE VIOLENCE

Pinnguaq is committed to providing an environment that is safe and healthy for employees, volunteers, and other guests. Any act of workplace violence committed by or against any individual in the workplace or during workplace business is unacceptable and will not be tolerated.

This policy applies to all business-related activities that take place, including social events. Any report of an incident is taken very seriously and a thorough investigation will be conducted. Pinnguaq will ensure every reasonable measure is taken to secure the workplace from violence. Incidences of workplace violence may result in the involvement of local police and, in some cases, charges under the Criminal Code of Canada or other statutes.

Reports can be made regarding situations that occur outside of the workplace if there is a concern that it could lead to a potential threat to workplace safety. If an employee has a personal issue that may lead to acts of violence in the workplace, Pinnguaq encourages them to seek help. These options include obtaining advice from a professional, reporting an incident to the authorities, or using the Dispute Resolution Policy if the issue involves a Pinnguaq individual. Finally, all concerns should be reported directly to the CEO, who will provide support and safety measures as required.

Pinnguaq encourages all employees to play an active role in maintaining a workplace that is safe and free of violence and abuse. Those who witness an incident, are a victim of workplace violence, or feel that

someone may be in a dangerous or threatening situation, the following procedure shall be followed. Anyone who reports an incident in good faith will not be reprimanded or face negative consequences.

The CEO is responsible for investigating all workplace violence reports, and assessing non-emergency situations. They must make a judgement on what the reasonable response is to deal with the case at hand and be sure that appropriate steps are carried out, including disciplinary action or contacting local authorities.

Definition

Workplace Violence: defined by the Occupational Health and Safety Act as any act in which a person is abused, threatened, intimidated or assaulted in the course of employment. Workplace violence includes threatening behavior, behaviour that could reasonably be interpreted as threatening, verbal or written threats, verbal abuse and physical attacks, including the attempted use of physical force.

5.7 FITNESS FOR DUTY

For the health and safety of all Pinnguaq employees, the use of illegal drugs and alcohol is strictly prohibited during working hours. The consumption of drugs and alcohol are prohibited at Pinnguaq events.

Duty to Accommodate

Should an illness or disability related to drugs or alcohol be present, Pinnguaq will work with the employee towards a goal of rehabilitation and the duty to accommodate under the Human Rights Code. Please refer to [Section 6.9: Workplace Accommodation](#).

5.8 WHMIS

Pinnguaq will comply with Ontario's WHMIS (Workplace Hazardous Materials Information System) Legislative requirements; *Occupational Health and Safety Act (OHSA)* and *Workplace Hazardous Materials Information System Regulation*. Pinnguaq will ensure hazardous products are identified, obtain safety data sheets and make them available in the workplace and to provide instruction and training to workers who will be in contact, or using hazardous materials.

5.9 JOINT HEALTH AND SAFETY COMMITTEE

The committee is legislated by the Occupational Health and Safety Act ("OHSA)". At least half of the committee shall be permanent non-management employees, and the other committee members shall be management. Participation on the committee is voluntary.

At least one non-management and one managerial employee must complete Part 1 (Basic Certification) and Part 2 (Workplace-Specific Hazard Training) of certification training, which is covered by Pinnguaq.

Meetings are held monthly for all members of the committee. Committee members are also required to participate in workplace monthly inspections, during work hours.

6 EMPLOYMENT

6.1 HIRING PROCESS

The success of Pinnguaq in achieving its vision depends on having the right staff, properly trained and motivated, applying their skills and talents to all assigned responsibilities outlined in job descriptions.

Pinnguaq will follow consistent hiring guidelines in order to maximize the chances for success in fulfilling its mission by hiring the most qualified and competent applicants for all employment vacancies.

Pinnguaq is an equal opportunity employer and adheres to all related legislation, including but not limited to the Ontario Human Rights Code and Charter of Rights and Freedoms.

6.2 RECRUITMENT

Pinnguaq will endeavor to recruit the most competent individuals to fill all positions, while ensuring accessibility in the recruitment process to those who may require accommodations.

6.3 SELECTION

Pinnguaq will conduct a screening process that is fair and equitable.

Prior to employment or participation in Pinnguaq operations, all Pinnguaq Directors, employees, volunteers, cooperative education students, interns and third party contractors and suppliers must provide a hard-copy of a valid Vulnerable Sector Screening, conducted no later than within the 6 months prior to an offer of employment or volunteership whose nature of their position has authority over, or trust of, children or vulnerable persons.

6.4 OFFER OF EMPLOYMENT AND EMPLOYMENT CONTRACT

All employees shall sign an employment contract outlining the conditions of employment.

Prior to employment or participation in Pinnguaq operations, all employees, volunteers, cooperative education students, interns and third party contractors and suppliers must provide a hard-copy of a Vulnerable Sector Screening conducted no later than within 6 months prior to an offer of employment or volunteership.

6.5 EMPLOYEE ORIENTATION

Pinnguaq recognizes the importance of providing essential information to newly hired employees. All new employees will be provided with an orientation session during the first week of employment with Pinnguaq. Contract employees will be provided with the necessary information to carry out the responsibilities of their contract.

6.6 PROBATIONARY PERIOD

The probationary period for regular full-time and regular part-time employees is three (3) months from the date of hire, unless otherwise determined during the Probationary Review ([Policy 6.7](#)).

During this time, employees are provided with the opportunity to evaluate Pinnguaq as an employer, and for the organization to assess the employee's competence and fit with Pinnguaq's mission and vision. During this probationary period, both the employee and Pinnguaq have the right to terminate employment without advance notice.

Current employees who are promoted or who win a competition for another similar position within Pinnguaq will not have to serve the probationary period; however, if the position is different from the employee's current role, the employee shall serve a three (3) month probationary period in the new position.

Pinnguaq interns or volunteers who later enter into an employment agreement will still be required to fulfill the probationary period, in order to ensure fair and equitable practices for all employees.

All employees, regardless of position or length of service, are expected to maintain standards for job performance and behavior, as outlined in this Human Resources Policies Manual.

6.7 PROBATIONARY REVIEW

A probationary review will be conducted for all new employees at the end of the third month of employment.

6.8 PERFORMANCE APPRAISALS

Written appraisals of performance are provided annually. The Chair of the Board evaluates the performance of the CEO. Direct supervisors, along with the Director of Human Resources are responsible for evaluating the performance of staff members.

6.9 WORKPLACE ACCOMMODATION

Pinnguaq is committed to providing a workplace that is free of discrimination and allows for equal opportunity despite disabilities or perceived disabilities. If an employee requires a permanent or indefinite accommodation in order to successfully fulfill their job requirements in a healthy and safe manner, Pinnguaq will make every reasonable effort to accommodate their needs.

7 PROBLEM RESOLUTION

7.1 PROGRESSIVE DEVELOPMENT

Pinnguaq uses progressive development for all employees whose performance requires improvement. The purpose of the process is to correct, not punish, those employees who have not followed Pinnguaq guiding principles, policies and procedures. Consistent and fair procedures for progressive development give employees ample opportunity to improve.

Definitions

Progressive Development: emphasizes correction and establishes clear goals to help employees change from delivering poor performance to satisfactory performance; and focuses on the performance rather than the person.

7.2 DISPUTE RESOLUTION

Pinnguaq is committed to a safe work environment characterized by healthy, positive, respectful, supportive relationships among all employees, volunteers, management and others. Pinnguaq aims to foster and maintain a culture of understanding and mutual respect when addressing workplace conflicts. The purpose of this policy is to increase the available options for addressing workplace conflict and disputes and encourage the use of the informal dispute resolution process when at all possible.

Workplace conflict includes general disagreements due to conflicting opinions, ideas, or personalities; perceived unfair treatment by management or others; and disrespectful conduct, unless deemed as Harassment, which would be covered by the [Policy 5.5 Workplace Harassment](#).

All complaints will be addressed immediately and with the highest level of confidentiality as the situation allows, and management will provide direction and support until resolution is attained. Based on the nature and severity of the conflict, Pinnguaq reserves the right to conduct an investigation regardless of whether or not a formal complaint has been filed.

8 CHANGE OF STATUS

8.1 RESIGNATION & TERMINATION

All terminations, whether initiated by Pinnguaq or by the employee, are to be completed in a confidential, respectful and professional manner, and adhere to the relevant legislative requirements, including but not limited to the Employment Standards Act.

Both Pinnguaq and the employee have the right to sever an employment relationship. Where termination occurs for reasons other than cause, individuals must be treated fairly and appropriate arrangements must be made. Where termination is for cause, employment may be terminated without notice or severance.

Voluntary Termination

Voluntary Termination occurs when an employee resigns from their position, fails to report to work for three consecutive days without notifying the CEO or providing a reasonable explanation, or when a contract is completed.

Involuntary Termination

Involuntary Termination includes permanent lay-offs, constructive dismissal (significant changes to the terms of employment such as a change in position, pay or hours) and termination with cause, either as the final step of Progressive Discipline ([Policy 7.1.](#)), or an immediate termination for a gross misconduct.

Discharge for Willful Misconduct: Willful misconduct implies an act of such gravity and seriousness that it constitutes a breach of the employee's fundamental obligations to the employer, and is therefore grounds for immediate dismissal.

Termination for Reasons of Performance: While performance issues are typically related to the employee's responsibility to carry out job duties proficiently, satisfactory performance also comprises such expectations as regular attendance and adherence to work schedules, and on-the-job behaviour with co-workers that supports and enhances the effectiveness of the work unit, department and/or organization.

Notice and/or termination pay in lieu: Notice and/or termination pay in lieu will be provided to eligible employees. Immediate termination without notice or termination pay can occur when someone is still on probation ([Policy 6.6 Probationary Period](#)), or if they have committed an infraction that is serious enough to warrant immediate dismissal. Serious offenses that can result in immediate dismissal include: gross misconduct or insubordination, sexual harassment, theft, abuse of equipment or materials, falsification of records, misrepresentation of personal information, illegal/violent/unsafe actions, and abusive behaviour.

Termination pay is a lump sum payment of all regular wages based on a regular work week, including vacation pay. It will be included on the last regularly scheduled pay cheque.

Employees will be entitled to notice of termination of employment in accordance with the Employment Standards Act, and other relevant legislation, or be paid in lieu of such notice, except in the case of dismissal for just cause.

8.2 ABSENT WITHOUT LEAVE/ ABANDONMENT OF POSITION

An employee who is absent without approved leave is not fulfilling the terms and obligations of their employment by being absent from work without informing the employer and/or by not justifying an absence.

Where an employee is absent from work without leave for a period of three (3) consecutive working days and does not communicate the absence to their supervisor with an adequate justification nor responds to communication attempts and/or follow through on instructions communicated to them by the employer, the CEO may, subject to any required accommodations, declare the employee to have abandoned their position at Pinnguaq.

8.3 ISSUING REFERENCES

Reference Letters can be requested and granted at the discretion of Pinnguaq staff. These requests should be submitted with at least one week's notice to prepare the document. Advanced consent must be given to any employee who wishes to use a Pinnguaq staff member as a reference.

9 ACCESSIBILITY POLICIES

9.1 ACCESSIBILITY

Pinnguaq is committed to improving accessibility and providing a positive experience for everyone, despite any physical limitations, mental health, cognitive or intellectual development, learning, hearing, or vision disabilities. The following policies outline the practices that Pinnguaq will follow in order to comply with the Accessibility of Ontarians with Disabilities Act (AODA) and the Human Rights Code, and other related legislation.

Accessibility Training

Pinnguaq will provide accessibility training to all employees and volunteers that provide front-line service to donors, those that have contact with the general public, supervisors and the CEO. This includes training on these policies and procedures, responsibilities and rights under the AODA and Human Rights Code, and how to provide accessible customer service, as required by the AODA. Training will also be provided when there are changes made to Accessibility policies.

Online training can be accessed at:

<http://www.ohrc.on.ca/en/learning/working-together-code-and-aoda>.

Customer Service

Pinnguaq is committed to meeting the needs of persons with disabilities, and this includes the ability to communicate despite barriers. Staff and volunteers are trained to be sensitive to the needs of those they are providing service for, and to directly ask how to communicate with someone if they perceive a barrier.

Pinnguaq welcomes service animals in the workplace, including at off-site events.

Pinnguaq also invites feedback regarding the manner in which accessible services are provided to those with disabilities. All feedback, including complaints, will be investigated and addressed immediately by the CEO. If contact information is included, a follow-up will be provided within ten (10) business days.

Information and Communications

Information and communications materials will be provided in accessible formats or with communication supports when requested. This includes publicly available information about Pinnguaq, services, applications and facilities, as well as publicly available emergency information.

Employment

Pinnguaq will make it clear to staff and the public that, when requested, accommodations will be made for those with disabilities during recruitment and assessment processes and workplace accommodation upon hire will be provided (see 6.9 [Workplace Accommodation](#) policy).

If required, Pinnguaq will provide customized workplace emergency information to employees and volunteers who have a disability. Performance management, career development and redeployment processes will take into account the accessibility needs of employees with disabilities.

Design of Public Spaces

Pinnguaq will meet the Accessibility Standards for the Design of Public Spaces when choosing locations for leased offices. This includes accessible parking, exterior paths of travel, service counters, and waiting areas.

10 EMPLOYEE ACKNOWLEDGEMENT AGREEMENT

This Human Resources Manual contains important information about Pinnguaq’s policies and procedures, and outlines employee responsibilities and rights in the workplace. I understand that the contents of this Manual may be updated, and that revised information will supersede the policy as it previously existed.

By signing below, I agree to the following statements:

- I have had the opportunity to read the Human Resource Policy Manual thoroughly.
- I was provided the opportunity to ask the Director of Human Resources questions for clarification to ensure my understanding of all the information provided.
- I accept the terms of the Manual.
- I understand that it is my responsibility to comply with Pinnguaq policies and procedures, and any revisions made to it.
- I am aware that a copy of this form will be placed in my Employee HR File.

Signature of Employee

Date

Employee’s Name (Printed)

Date

Signature of CEO

Date