



# The Way Things Work



## Coquitlam Metro-Ford Soccer Club Staff Handbook





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# INTRODUCTION

## Welcome

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If you have just recently joined us or have been with us for a while, on behalf of Coquitlam Metro-Ford (CMF) and your fellow Staff Members, please accept our warmest welcome to the Club.

You have joined a solid team of dedicated technical/administrative staff, Executive/Board members and volunteers whose focus is making a positive difference in our communities through sport and the programs that Coquitlam Metro-Ford provides.

Our desire is to ensure a healthy, supportive and productive workplace, grounded in integrity, ethics, collaboration and investment in people. We trust that you'll take pride in being a member of our team and that your experience with us will be challenging, enjoyable, and rewarding.

Welcome aboard! We're happy you're with us and look forward to working with you.

As a new member of the team, your feedback on how we can improve our Handbook is welcome. Please direct your feedback to: **Sara Maglio, Executive Director**

## About the Staff Handbook (the "Handbook")

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This Handbook will answer most questions you may have about the Club. It will help you understand our organization and culture, the expectations the Club has of all Staff, and the current policies and programs available to you.

The Handbook isn't intended to address every situation you may encounter during your time with the Club, neither is it intended to stifle creativity in how you do your work.

Instead, the guidelines outlined in the document are intended to help you with your work life. We believe that clearly documenting expectations and process helps to avoid confusion and misunderstandings.

We strongly discourage the printing of this document, but if you must print it, we kindly ask that you consider the environment before doing so. Print only the section(s) that you need.

## Compliance

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When you sign-off on the Handbook, you're essentially signing an agreement acknowledging that you've read and understand the policies included in the Handbook, and that you agree to adhere to them.

It is the Club's intention to be compliant with provincial and federal laws throughout this Handbook. If something in the Handbook conflicts with federal or provincial laws, those laws will govern.





## Staff Policies

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Well-run companies develop policies and guidelines that reflect good organization practices. Taking the time to anticipate and think through various situations and scenarios in advance means that our people policies are clear, and we all — Staff and management — have a common reference point. This means more stability, a safer and more comfortable working environment, more focus on the organization, with more results and success — all of which are good for you and the Club.

We're a partnership. You do your part, and the Club does its part.

- ♦ You agree to provide services in good faith and to adhere to the policies in the Staff Policies section.
- ♦ The Club agrees to provide you with pay for your services, adhere to the law as it relates to the workplace, and provide any other benefits outlined in your Engagement Agreement.

As with any good partnership, Staff Policies also outline up front what each partner agrees to, and how each will behave should the partnership end.

Wherever possible, Staff Policies are written in plain, everyday language. 'Legalese' isn't really our style, but there are some areas where it's necessary. In many cases, the policies are written to comply with rules laid out by legislation, which often requires explicit — and sometimes wordy — language.

Being explicit in this respect, however, is a best practice for any well-run company. Staff Policies aren't meant to restrict your personal rights. Rather, you'll notice that most of them are in place to protect your rights and ensure you have a comfortable working environment.

In some cases, Staff Policies are also intended to protect us from those rare individuals who defend inappropriate actions by claiming "I didn't know." As a result, some of the explicit language may come across as formal or distrustful, which isn't how we operate. Our intent is to provide those rare individuals with crystal clarity about what's appropriate and what isn't, as an additional measure of protection for both Staff and the Club.

If you're an ethical and reasonable person, most Staff Policies will seem like common sense. Even so, we all have to sign off on them.

So, please bear with us. Read them carefully, ask as many questions as you like, and let's get through this housekeeping item together.

## Sign-Off on Handbook

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As a condition of your Engagement, you have signed, or are expected to sign, a **Handbook Agreement**. This Agreement confirms that you understand and agree to abide by the Staff Policies described in the Handbook, which protect you, your co-workers, and the Club.





## Consequences of Non-Adherence to “Handbook”

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Failure to adhere to **Handbook** may result in disciplinary measures, up to and including immediate termination of your Engagement with Just Cause.

Some policy breaches are more serious than others, and as such will result in more severe consequences. Certain breaches may also negatively and/or permanently affect the Club and may even be life threatening to Club Stakeholders. In these situations, punitive measures, including legal or criminal action may be pursued.

## When You Leave the Club

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When your Engagement is terminated for any reason:

- ♦ Upon the Club's request to do so, you will promptly return all Club Materials in good order, whether prepared by you or others.
- ♦ You may be asked to agree and re-acknowledge, by way of signed agreement before or upon your last day of your Engagement, your understanding and agreement with the provisions included in the following Policies that survive and continue after termination of your Engagement for any reason:
  - Confidentiality Agreement
  - Non-Solicitation
  - Intellectual Property





## ABOUT THE CLUB

### Our Philosophy

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We create experiences, through soccer, that inspire lifelong passion and commitment to personal excellence.



“Soccer for Life!” has long been our “trademark”. It envisions an experience through the soccer that inspires life-long involvement in the beautiful game as a player, coach, match official, administrator, fan and/or parent.

A virtuous cycle that sees children grow through the game and convert their positives experiences to a commitment to giving back, in recognition of what they have received and their desire to pay it forward.

It also recognizes the importance soccer (and team sports in general) plays in providing life lessons and developing characteristics supportive of successful and productive futures for our graduates.

### Our History

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Coquitlam Metro-Ford was formed through the merger of two very successful soccer clubs – Metro-Ford and Coquitlam City. The two clubs started working together in 2005-06 and merged officially in 2007-2008.

Metro-Ford was founded in 1984 and prior to the merger has won an astounding 22 Provincial Cups in 18 years of existence from 1984–2004. Coquitlam City was also founded around 1984 and brought scale in terms of numbers of boys and girls registered, as well as strength in both organizational and financial terms.

The club boasts an incredible record in developing players, many who have gone on to represent our Province and Country; or to compete collegiately and professionally. Countless graduates have progressed to pursue to post-secondary play and education.

A list of Club Alumni and their achievements can be found [here](#).

Our recent showings at both the Provincial and National Championships continues to demonstrate that Coquitlam Metro-Ford is serious about development and continues to strive for excellence.

Over 900 adult volunteers are involved with the organization as coordinators, coaches or managers and are the backbone of the organization. The club invests in education for these volunteers, providing subsidized certification training to approximately 100 volunteer coaches per year. In addition, approximately 150 officials,







primarily youths, are involved with the club and again provided with certification programs developing their leadership potential.

## Our Governance

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Coquitlam Metro-Ford has been a registered, non-profit society since 2007.

Our organization is governed by a volunteer Board of Directors, whose role is to approve policy, provide strategic direction and financial stewardship on behalf of the organization. The Board provides support and direction to the Executive Director, who is responsible for operations, staff, and program delivery.

Our Board is comprised of an executive including President, Vice President, Secretary and Treasurer and Directors at Large. The President and Secretary and the Vice President and Treasurer are elected to two-year terms in alternating years. Directors at Large are elected to one-year terms. The board meets ten times per year, July and December excluded; typically, on the last Monday of the month.

The current members of the Board are listed [here](#).

## Our Sponsors/Supporters

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Coquitlam Metro-Ford is unique in two respects, as it relates to sponsorship. The club at its foundation ingrained naming rights into our name through the vision of one of our founders, Glynn Davies, an executive of Ford Canada and his relationship with the local Ford dealer Metro Motors in 1984.

The relationship has spanned two ownership groups at [Metro Motors Ltd](#) - The McKone Family (Glen and his son Mike) in 1984 and The Magnuson Family (Layne and his son Kent) in 1998, as well as grown and evolved to support an annual club-wide raffle, starting in 2007.

Both initiatives have been the source of imitation by several youth clubs, illustrating the foresight of our founders and supporters.

“Metro” harkens back to the days of the Metro Select youth program (originally registered as Westminster, as in Youth District, Metro Youth Soccer), more recently supplanted by the BC Premier League (BCSPL) and pays tribute to Metro Motors. The Ford logo appears prominently on our jersey to this day.

We value these relationships and our history. We were fortunate to gain the support of Reg Pattermore to retain the rights to use the name [Metro-Ford](#), when we registered the name Coquitlam Metro-Ford Soccer club with the BC Societies Registry. We also played a leadership role, advocating strongly in the face of two years of fines (2016 & 2017), to honour our history and our sponsors by retaining Ford on our jerseys at National Club Championships, which resulted in rule changes at a national level for future shirt sponsored club participants in 2018.

We are humbled to receive the support and/or funding from the following organizations and/or businesses. Without their support our existence would not be possible!!





Program	Entity
Founding (Sponsor)	Metro Motors Soccer Express
Enabler (Sponsor)	City of Coquitlam (fields) Province of British Columbia (gaming grants)
Champion (Sponsor)	John B, Tim Horton's, A3 Creative, BTM Lawyers LLP, Freshii, Innovative Fitness, The Today Team

## Our Fundraisers

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Fundraising is a critical element of raising our community profile, building relationships with our local community, and delivering programs of the highest quality. Fundraising allows us to minimize registration fees, while delivering the highest quality programs, support, and equipment for members. All members are expected to participate in these events. As an employee, you are encouraged to participate in a way that is comfortable for you and include your family and friends in these events. Our signature event(s) include:

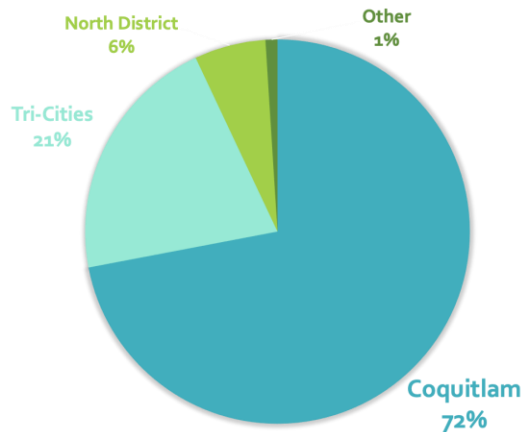
Fundraising Event	Entity
Annual Raffle	September to October each year
50/50	Semi-annually online in support of Kidsport
Grants	Annual
Team-based	Ongoing





## Our Community Institutions

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At a community level, Coquitlam Metro-Ford is one of the largest community non-profits operating in the both the Tri-Cities and City of Coquitlam and has partnered with the City on numerous occasions, including funding of equipment, such as covered benches, goals and score clocks.

Club volunteers contribute an equivalent of \$2.5M annually in coaching, managing and administration. Over 70% of our members are Coquitlam residents and less than 10% of our members reside outside of the Tri-Cities.

Coquitlam Metro-Ford is an active participant in the [Coquitlam Fields Sports Association](#), which works with the [City of Coquitlam](#) to promote and support the growth of sports in the community, while providing stakeholder input to allocation policy and sports field strategy.

The City and [School District 43](#) have a strategic partnership to support the development, maintenance and scheduling on school fields. The club gains access to school gyms for our youngest age groups to ensure that the wet and cold weather does not diminish these youngster's enthusiasm.

In support of increasing participation in sport, in particular elementary school-aged children, as well as address the shortage of sheltered facilities, the club has established a capital reserve fund and attempted to partner with the City and School District over the past 3 to 5 years to develop and indoor field sports facility.

The Club has also looked to partner with CFSA and the City to address physical literacy and promote and enable participation in sports with the community.

## The Soccer Ecosystem

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Coquitlam Metro-Ford is a member of the [Tri-Cities Youth Soccer Association \(TCYSA\)](#), which is the local, voting member of the [BC Soccer Association](#) (Provincial Sport Organization). BC Soccer is a voting member of [Canada Soccer](#) (National Governing Organization) and is also governed by [viaSport](#) provincially.





Our teams participate in a variety of leagues or programs. Rules, regulations and policies apply to each body overseeing the appropriate league.

League/Program	Oversight
Initiation Academy (U4 – U7)	Club
Minis (U8 – U12)	District ( <a href="#">TCYSA</a> ) & <a href="#">BC Coastal Soccer League(BCCSL)</a>
Divisional (U13 – U18)	<a href="#">BC Coastal Soccer League</a> (BCCSL) - Districts
BCSPL (U13 – U18)	<a href="#">BC Soccer Premier League</a> (BCSPL) – BC Soccer
Adult (Over 18) – Men	<a href="#">Vancouver Metro Soccer League</a> (VMSL)
Adult (Over 18) – Women	<a href="#">Metro Women’s Soccer League</a> (MWSL)

## Our Organization

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The Executive Director oversees and directs club operations with the support of staff and volunteers, under the strategic and policy direction of the Board. Programs and operations can be divided into four major programs or funds:

Major Program/Funds			
Youth	BCSPL	Development	Adult
Initiation (U4 – U7)	BCSPL (U13 – U18)	Camps	Adult (Over 18) – Men
Minis (U8 – U12)		Clinics	Adult (Over 18) – Women
Divisional (U13 – U18)			







## OUR CULTURE

### Our Vision & Mission

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#### Mission

Creating experiences, through soccer, that inspires a lifelong passion for physical activity and a pathway to personal brilliance.

#### Vision

We believe in the power of sport to create an active, healthy, and inclusive community.

### Our Values

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The values of Coquitlam Metro-Ford define our brand, our reputation in the community and govern how we deal with each other, our members and volunteers, our sponsors and our community. Our brand is built not from our communication materials, or our mission statement, but rather by the day-to-day interactions we have with each other. Please take the time to review, reflect and practice these values in your day-to-day work. This is foundational to your success at Coquitlam Metro-Ford and to our collective success as an organization.





## Principles and Behaviours

Our Values	Principles / What Good Looks Like
<b>Leadership</b>	<p>We believe everyone leads. We proudly lead progressive change, challenge convention, and pursue innovation. We motivate and inspire all to be our best selves. We believe in strong community relationships and support the investment in young leaders (Soccer for Life).</p> <p>Principles</p> <ul style="list-style-type: none"><li>• Inspire others with our actions, actions speak louder than words – impressionable eyes are watching.</li><li>• Take every opportunity to give; focus on the team.</li><li>• Invest in and celebrate innovation, growth and development – be curious.</li><li>• Be confident and brave, while displaying humility and empathy.</li><li>• Do the right thing, regardless of whether people are watching.</li></ul> <p>What Good Looks Like?</p> <ul style="list-style-type: none"><li>• Build strong, open, and trusting relationships.</li><li>• See the big picture and think long-term.</li><li>• Emphasize the importance of effective people skills.</li><li>• Practical problem-solving.</li><li>• Commit to investing in people, especially aspiring young players.</li><li>• Give cheerfully and accept with gratitude.</li><li>• Ask questions, admit errors and apologize.</li><li>• Share credit for success, own failures, and support the team.</li><li>• Seek challenges and take risks.</li><li>• Adaptable, flexible and resilient in the face of change and challenge.</li><li>• Say and do what we set out to do – be committed.</li><li>• Take responsibility for our thoughts, feelings, words, and actions – control how we respond.</li></ul>
<b>Excellence</b>	<p>We challenge ourselves to consistently do better by not resting on our accomplishments. We seek to set new standards and exceed expectations in everything we do. We grow talent and provide opportunity where everyone can build on their personal and professional journey.</p> <p>Principles</p> <ul style="list-style-type: none"><li>• Set high standards and deliver in all capacities.</li><li>• Invest in people – their growth &amp; development.</li><li>• Honour our legacy while evolving our vision.</li><li>• Consistency over perfectionism.</li><li>• Teamwork - Play for each other</li></ul> <p>What Good Looks Like?</p> <ul style="list-style-type: none"><li>• Resilient and persistent in the pursuit of goals.</li></ul>





	<ul style="list-style-type: none"><li>• Open-minded and learn from feedback.</li><li>• Commit and invest in lifelong learning.</li><li>• Respect and celebrate history and tradition.</li><li>• Take risks and learn from failures.</li><li>• Raise the bar and clear the path.</li><li>• Bridge the gap between idea and execution.</li></ul>
<b>Fun</b>	<p>It's easy to get excited when we are passionate about kids and soccer. We value the lifelong impact of team sports in building confidence and self-esteem. We are inclusive, encourage friendship, balance competition and play, while ensuring that everyone loves the experience and are surrounded with smiles.</p> <p>Principles</p> <ul style="list-style-type: none"><li>• Provide a safe, supportive, and positive environment.</li><li>• Encourage friendship, inclusion, and opportunity.</li><li>• Love the experience and embrace the challenge!</li><li>• Celebrate the joy of watching kids play.</li><li>• Recognize and consider the impact and memories being created.</li></ul> <p>What Good Looks Like?</p> <ul style="list-style-type: none"><li>• Be passionate - radiate positive, enthusiastic, and optimistic energy.</li><li>• Work/play well with others – Be the person people want to be around!</li><li>• Encourage positive communication and supportive cheering for both teams.</li><li>• Look for opportunities to boost morale, motivate and inspire.</li><li>• Celebrate your teammate's success - When one of us shines, we all shine!</li><li>• Envision a classroom – learning, interactive, one- to-one feedback, calm, and measured.</li><li>• Provide a variety of activities, games, and competitions.</li><li>• Promote the value of play - Let the kids play!</li></ul>
<b>Respect</b>	<p>We conduct ourselves with integrity and show appreciation to those around us – on and off the field. We are candid, constructive, and empathetic in our interactions. We represent the Club in our actions and behaviours.</p> <p>Principles</p> <ul style="list-style-type: none"><li>• Value all involved - opponents, teammates, match officials, and spectators.</li><li>• Win with grace, lose with dignity, and take every opportunity to learn.</li><li>• Are open, honest, &amp; understanding in our communication.</li><li>• Stay true to the rules - conduct, policies, and ethics.</li><li>• Create a sense of belonging.</li></ul> <p>What Good Looks Like?</p> <ul style="list-style-type: none"><li>• Honour fair play &amp; be a good sport.</li><li>• Be a positive influence, as an ambassador on and off the field.</li><li>• Thoughtful, calm, constructive &amp; open-minded in our interactions.</li><li>• Utilize appropriate channels of communication for questions and feedback.</li></ul>





	<ul style="list-style-type: none"><li>• Approach each situation with compassion, empathy, and understanding; employ the 24-hour rule.</li><li>• Thank coaches, officials, teammates, opponents &amp; families.</li><li>• Support, report and defend against bullying and harassment.</li><li>• Be respectful of different perspectives.</li><li>• Be open minded.</li><li>• Seek to understand (listen) before being understood.</li><li>• Include everyone; embrace diversity and inclusion.</li><li>• Be positive with our language, avoid gossip, and be direct.</li></ul>
<b>Wellness</b>	<p>Interchangeable, inseparable, and non-negotiable; we make health and safety our priority. We foster positive physical, social, and intellectual development in a safe, caring, and supportive environment. We share a responsibility to create a culture where everyone can thrive.</p> <p>Principles</p> <ul style="list-style-type: none"><li>• Set high standards for awareness and preparedness.</li><li>• Protect those most vulnerable.</li><li>• Provide accessible, inclusive, trusted and welcoming environments.</li><li>• Think big picture, make good choices, and ensure balance.</li></ul> <p>What Good Looks Like?</p> <ul style="list-style-type: none"><li>• Provide positive, safe, enriching and inclusive activities.</li><li>• Commit to lifelong activity, wellness and balance.</li><li>• Display care, compassion and support through words and actions – Be Kind!</li><li>• Take time - recharge, forgive yourself, be vulnerable, and ask for help.</li><li>• Minimize the risk of injury and encourage safe return to play.</li><li>• Respect, prevent and report maltreatment and misconduct.</li><li>• Acquire and develop adaptive and personal resiliency skills and strategies.</li><li>• Take a step back before making any decision.</li></ul>

## Our People

The Club is truly about people. We are, after all, in the “people business”. We take our values and culture seriously. From the beginning, we were clear about our philosophies and how we work. We attract and retain Staff who are in sync with the following core values.

Attribute	Description
Passion	You love developing people, especially kids, through the power of the beautiful game. You work best in a team environment. To you “the work” is a game and play - it’s fun to you and it shows!







Self-starter	You can see opportunities and take them without direction. You take initiative and think creatively when presented with challenges, however you are not afraid to ask questions or ask for help.
Integrity	You do what you say. You say what you mean. You do what is right at all times, even when no one is watching. When you make a mistake you own it, learn from it and then you fix it.
Potential	You're smart. You think critically. Status quo bugs you. You are committed to education, self-improvement, personal sacrifice and growth as a professional.

## Our Role in the Community

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We provide a place for all players from throughout the Tri-Cities, regardless of age and ability, to play soccer in Coquitlam. We work with community organizations such as [KidSport Tri-Cities](#) and Jumpstart, as well as internally funded special request for financial assistance, to ensure there are no financial barriers to participation.

Coquitlam Metro-Ford is unique in our commitment to consistently reimburse *KidSport* (in excess of \$30,000 per annum), allowing KidSport to reach a wider audience, where the need is even greater! Our members also contribute, at their discretion, directly to KidSport, as part of our online registration process.

The club is also a strong supporter and human resource provider for [Kick for a Cure](#), has provided after school soccer programs for disadvantaged kids in partnership with Share.

Our community work, to name a few more, also includes past programs with [Share](#) (after school for disadvantaged children), introductory soccer program for women, adaptive soccer and support for the for the Special Olympics Soccer program.

## Our Expectations

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### Hours

In lieu of the seasonal/irregular nature of the work, distributed workforce and home-based offices, there are no set hours of work. You will be responsible for delivering on your Duties, while managing your own schedule. Duties may require travel and involve working weekdays, evenings and/or weekends.

Focus is on delivery quality, meeting **all** deadlines and ensuring members' needs are served.

### Communications

We're clear, candid, respectful, constructive, and timely in our communications and use Office 365 to facilitate collaboration amongst team members.





## **Social Activities**

We all lead busy lives that focus on home, outside interests, and work. There is usually little time for social activities, but we count on our annual holiday dinner (Board & Staff), Annual Awards, Coach Appreciation, Soccer Day of Fun, Kick for a Cure, and Mobilio Friendship Jamboree to provide opportunities to get to know each other.

## **Culture Destroyers**

We discourage unkind behaviour of any type towards people — internally or externally. We foster an environment where we encourage accountability for unnecessary comments that personally attack, are not constructive, or are not directly addressed to the affected party(ies).

We foster an environment where our actions and behaviours are driven by doing the best thing for the Club, teams, and the customer. People who are not supportive or straight with each other, criticize, roll their eyes, have sidebar conversations or gossip won't do well here.

## **Conflict**

We encourage constructive conflict and passionate organization-related debates or discussions. We resolve conflict and let it go. Once a decision is made, we buy in, support it, and execute!





## HUMAN RESOURCES

### New Employee Orientation

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It's important that new employees joining us understand our organization and our policies. To share this information, all new employees participate in our CMF Orientation Program.

The core purpose of orientation is to:

- ♦ Warmly welcome new hires to the Club.
- ♦ Share knowledge about the organization, philosophies, culture, programs and our people processes.
- ♦ Understand our Staff and Human Resources.
- ♦ Understand Health and Safety requirements.

Here's what you can expect for orientation:

- ♦ Overview of Staff Policies (Mandatory)
- ♦ Health and Safety Training (Mandatory)

### Payroll & Pay Day

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Here's what you need to know about your pay:

- ♦ Payday is bi-weekly.
- ♦ When payday falls on a holiday, you'll be paid on the last workday before the holiday.
- ♦ Payment will be by electronic direct deposit or electronic funds transfer. Employees must provide Payroll with the information required to facilitate this process.
- ♦ You'll receive a pay stub or statement notifying you of the details of payment, including hours, taxes, and other deductions. It's important that you verify your pay stub immediately to ensure that you have been paid the proper amount and that your deductions are correct.
- ♦ If your bank or other personal status information changes during your employment, notify Payroll immediately.





## Health & Safety

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The Club and the Senior Management and Board are committed to fostering an environment where we're all responsible for taking every reasonable precaution to protect each other from occupational illness and injury. Everyone must protect their own health and safety, as well as that of others around them by working in compliance with the law and apply the safe work practices and procedures established by the Club.

The Club will make every reasonable effort to provide a hazard free environment and minimize health and safety risks for Staff by adhering to all relevant legislation and, where appropriate, through the development, implementation and maintenance of internal health and safety work standards, programs, and procedures.

Here's what you need to know:

### Rights & Responsibilities

#### You have a right to:

- ♦ Refuse unsafe work.
- ♦ As an employee, participate in the Workplace health and safety activities as a health and safety representative.
- ♦ Know about, and be informed about, any actual and potential dangers in the Workplace.

#### It is your responsibility to:

- ♦ Always conduct yourself in a safe manner as deemed by a Reasonable Person.
- ♦ Work in compliance with Occupational Health & Safety (OH&S) acts and regulations.
- ♦ Complete all safety training that applies to your position. You may be required to demonstrate your level of understanding of training through the completion of tests, quizzes and/or task observation.
- ♦ Adhere to policies that prescribe safety procedures and precautions as directed by the Club.
- ♦ Report Workplace hazards and dangers.
- ♦ Ensure you don't use or operate any equipment or work in a way that may endanger you or any Staff Member.
- ♦ Don't engage in any prank, contest, feat of strength, unnecessary running, or rough and boisterous conduct that could pose a risk to your safety or the safety of others.
- ♦ Don't engage in work while impaired by illicit drugs, Legal Substances, or other causes.

#### You can expect your manager to:

- ♦ Enforce adherence to safety procedures and precautions as directed by the Club.
- ♦ Advise you of potential and actual hazards.
- ♦ Take every reasonable precaution in the circumstances for your protection.
- ♦ Investigate unsafe conditions reported to them and ensure that corrective action is taken without delay.







### You can expect the Club to:

- ♦ Take every reasonable precaution to ensure the Workplace is safe.
- ♦ Review this Policy annually.
- ♦ Provide specific direction and delegate authority to those responsible for health and safety.
- ♦ Provide Staff with the information, instruction, training, and supervision necessary to protect their health and safety.
- ♦ Provide managers with the support and training necessary to carry out their health and safety responsibilities.
- ♦ Make the Workers Compensation Act and the Occupational Health and Safety Regulation readily available for review by Staff.
- ♦ Immediately report all critical injuries to the government department responsible for OH&S

## Workplace Hazards & WHMIS

### Workplace Hazards

Workplace hazards are identified and controlled appropriately by:

- ♦ Recognizing and identifying workplace hazards, with the participation of all Staff.
- ♦ Assessing the likelihood that Staff may be affected by the hazard.
- ♦ Addressing and resolving dangerous workplace hazards.

## RESOURCES

It's the Club's intention to be compliant with BC law:

- ♦ **Workers Compensation Act:** [http://www.bclaws.ca/civix/document/id/lc/statreg/96492\\_00](http://www.bclaws.ca/civix/document/id/lc/statreg/96492_00)
- ♦ **Occupational Health and Safety Regulation:** <https://www.worksafebc.com/en/law-policy/occupational-health-safety/searchable-ohs-regulation/ohs-regulation>

## Prevention of Harassment & Discrimination

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Harassment or Discrimination against Club Stakeholders will not be tolerated. Period.

The Club strives to create an inclusive Workplace that's respectful and welcoming of diversity. In accordance with workplace rights set out under the BC Human Rights Code and WorkSafe BC policies, employees in the Workplace have the right to the following:

- ♦ Freedom from Harassment
- ♦ Equal treatment without Discrimination





Decisions pertaining to all areas of work including recruitment, hiring, training, transfers, terminations, layoffs, counselling, compensation, hours of work, benefits, and performance reviews are based on job performance, merit, and qualifications. Our practice is one of honest evaluation of each individual's qualifications and organization contributions.

Here's what you need to know:

- ♦ The Club will provide you with Respect in the Workplace training so that you're clear about roles, responsibilities, accountability, and the information and procedures outlined in this Policy.
- ♦ In accordance with WorkSafe BC policies, this Policy will be reviewed annually.
- ♦ In accordance with the WorkSafe BC policies, if you encounter unsafe working conditions, or a situation presents a serious safety concern, you have the right to refuse any work that you believe to be unsafe.

## PROCEDURE

### Reporting & Investigating Discrimination or Harassment

#### *Overview*

You're responsible for helping to enforce this Policy and must make every reasonable effort in a safe manner to prevent Discrimination and/or harassing behaviour and report every incident of Harassment and/or Discrimination immediately — whether it was observed, happened to you personally, or if the problem was reported to you. Harassment and Discrimination should not be ignored as silence can be, and often is, interpreted as acceptance.

Employees will not be demoted, dismissed, disciplined, or denied a promotion, advancement or employment opportunities because they lodged a complaint when they honestly believed they were being harassed or discriminated against.

Once a written complaint relating to reporting Discrimination or Harassment has been received, the Club will complete a thorough investigation.

#### *Witnessing Harassment or Discrimination*

If you're a co-worker who's witnessed Discrimination or Harassment in the Workplace:

- Inform the affected person that you have witnessed what you believe to be Discrimination or Harassment and that you find it unacceptable. Encourage the affected person to report the incident as outlined in the procedures below. Reinforcement and support often provide the affected person with courage to come forward. If the affected person doesn't feel that Discrimination or Harassment has taken place, the incident is considered closed.
- If you feel it's safe to do so, inform the alleged perpetrator(s) that you have witnessed the act(s) and find it unacceptable.

#### *Reporting Harassment or Discrimination*

If you feel you've been the subject of harassing or discriminatory treatment:





1. You're encouraged to explain to the person who you feel is harassing or discriminating against you (the "Respondent") that the conduct is unwelcome, but you're not obliged to do so.
  - If addressing the Respondent is uncomfortable or could lead to an escalation of the Harassment or Discrimination, or to safety risks, you're not expected to directly interact with that person.
  - You should never feel obliged to address the Respondent against your better judgement.
2. If the situation can't be resolved by speaking to the Respondent, you may make a complaint by speaking to either your manager or Executive Director. If the Respondent is your manager, speak directly to President.
3. You, the Respondent, and any witnesses are advised to create and keep written notes about the events at issue, and to maintain any relevant written documentation.
4. Where possible, the complaint should be made in writing, including details of:
  - What happened — a description of the events or situation
  - When it happened — dates and times of the events or incidents
  - Where it happened — the exact location
  - Who saw it happen — the names of any witnesses, if any?
5. If necessary, you or the Respondent will be placed on a paid leave of absence, moved to a different location within the Club, or provided with alternative reporting relationships. The decision will be made on a case-by-case basis and will reflect the principle that you will not be penalized for making the complaint.

### ***Investigating Discrimination or Harassment***

Once a written Discrimination or Harassment complaint has been received, the Club will investigate in a manner appropriate to the circumstances.

6. Depending on the complaint, the person receiving the complaint will appoint an advisor, mediator, or internal or external investigator ("Investigator")
7. The Investigator:
  - a. Is responsible for ensuring a thorough, fair, and impartial investigation of the allegations in the complaint.
  - b. Will notify the Respondent of the complaint and provide them with a copy of your written complaint.
  - c. Will interview you, the Respondent, and any relevant witnesses suggested by you or the Respondent, as well as gather documents relevant to the matters in the complaint. All Staff are required to cooperate with the Investigator.
  - d. Will, wherever possible, complete the investigation within 90 days of receiving the assignment.
  - e. At the conclusion of the investigation, will prepare a written report summarizing the allegations and the investigation results, and will forward the report to the Executive Director.
8. Based on the findings in the Investigator's report, the Executive Director will decide whether this Policy has been violated.





9. If this Policy is violated, the Executive Director will proceed as follows:
  - f. Determine the appropriate consequences for the Respondent who violated the Policy. These may include:
    - An apology
    - Counselling
    - Education and training
    - Verbal or written reprimand
    - Suspension with pay
    - Suspension without pay
    - Transfer
    - Termination of Engagement, including immediate termination of Engagement with Just Cause.
  - g. In determining the appropriate consequences, consider the nature of the violation of the Policy, its severity, and whether the Respondent has previously violated the Policy.
  - h. Where a violation of the Policy is found, take any steps necessary to repair the effects of the Discrimination or Harassment on you, and to prevent further recurrences of Harassment or Discrimination in the Club.
  - i. Communicate the results of the investigation and any corrective actions to you and the Respondent. You and the Respondent will each be provided with a copy of the Investigator's report.

## **Confidentiality**

The Club will do everything it can to protect the privacy of all individuals involved in a Discrimination or Harassment complaint and to ensure that they're treated fairly and respectfully.

- ♦ Investigators and persons receiving complaints will, to the extent possible, protect the confidentiality and privacy of persons involved in a complaint, subject to the requirements of a fair investigation, resolution process, and the law.
- ♦ All documents related to a complaint, including the written complaint, witness statements, investigation notes and reports, and documents related to the complaint, will be securely maintained by Executive Director, separate from Staff files.
- ♦ Information gathered about an incident or complaint of Harassment or Discrimination won't be disclosed unless necessary for the investigation or corrective action regarding the incident.
- ♦ Information obtained about an incident or complaint of Workplace Harassment, including identifying information about any individuals involved, won't be disclosed unless the disclosure is necessary for investigating, taking corrective action, or by law.

## **Your Rights**

- ♦ You have a right to claim and enforce your right to a Workplace free of Harassment and Discrimination.
- ♦ You shouldn't be negatively treated for bringing forward a complaint, providing information related to a complaint, or helping to resolve a complaint.







- ♦ If you're dissatisfied with the outcome of a complaint, you'll be reminded of your rights under the BC Human Rights Code.

## **Fraudulent or Malicious Complaints**

Unfounded or retaliatory allegations of misconduct outlined in this Policy may cause both the Respondent and the Club significant consequences.

If it's determined that you have knowingly made false statements or brought forward a false complaint, immediate disciplinary action will be taken. As with any case of Workplace Misconduct, you will be subject to disciplinary measures, up to and including termination of your Engagement with Just Cause.

## **Reprisals**

It's a violation of this Policy to discipline or punish an individual because they've brought forward a complaint, provided information related to a complaint, or otherwise been involved in the complaint resolution process.

A reprisal may be the subject of a separate complaint under this Policy. If you engage in reprisal, you will be subject to disciplinary measures, up to and including termination of your Engagement with Just Cause.

## **Prevention of Workplace Violence**

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The Club is committed to providing and maintaining a safe, productive, and healthy Workplace and doesn't condone or tolerate acts of violence, intimidation, or bullying against any Club Stakeholder by any Staff Member.

Here's what you need to know:

- ♦ Workplace Violence is strictly prohibited.
- ♦ Weapons are strictly prohibited in the Workplace under any circumstance. Any violation will be reported to the police immediately.
- ♦ Talk of Workplace Violence or joking about Workplace Violence is strictly prohibited.
- ♦ The Club will provide you with Harassment, Discrimination, and Workplace Violence prevention training so that you're clear about roles, responsibilities, accountability, and the information and procedures outlined in this Policy.
- ♦ You're personally accountable and responsible for enforcing this Policy and where appropriate, must make every effort to prevent intimidation and bullying, and report violence.
- ♦ In accordance with the WorkSafe BC, if you encounter unsafe working conditions, or a situation presents a serious safety concern, you have the right to refuse any work that you believe to be unsafe.





## PROCEDURE

### Assessing the Risk of Violence

1. The Club will assess the Workplace to identify any risks related to potential violence and will implement measures to mitigate any identified risks to Staff safety. This information will be provided to the Joint Health and Safety Committee or Health and Safety Representative.
2. The Club will communicate information relating to a person with a history of violence when the following conditions apply:
  - Staff may reasonably be expected to encounter the person in the Workplace.
  - There's a potential risk of violence because of interactions with the person with a history of violence.

Under these conditions, the Club will only disclose personal information that's deemed necessary to protect Staff from harm.

### Reporting & Investigating Workplace Violence

#### *Reporting Workplace Violence*

1. In cases where Workplace Violence, or a threat of Workplace Violence, has occurred, and there is no imminent danger, report it immediately to your manager or Executive Director.
2. If you witness any threat of Workplace Violence or violent conduct, remove yourself from harm and immediately call 911. For example, this may include a visitor entering the Workplace with a weapon.
3. If you have a legal court order against an individual, you're encouraged to share that information with Executive Director so that the Club is aware of any potential aggressor who may violate a court order and attempt to contact or harm you at work.

#### *Investigating Workplace Violence*

1. All reported acts of Workplace Violence will be investigated.
2. Consultation with external parties including legal counsel and the police may occur.
3. All reasonable measures to reduce the risks identified by the incident will be taken.
4. The incident, investigation, and corrective actions will be documented.
5. The police and any other necessary third party will be assisted in any criminal proceeding.
6. If you're found to have engaged in Workplace Violence, appropriate consequences will be determined which may include:
  - Suspension without pay
  - Termination of your Engagement, including immediate termination of your Engagement with Just Cause.
7. The Executive Director will:





- Provide recommendations to the Senior Management and Board to reduce or eliminate the risk of Workplace Violence.
- Review all reports forwarded to the Executive Director regarding Workplace Violence and other incident reports as appropriate pertaining to incidents of Workplace Violence that result in personal injury or threat of personal injury, property damage, or police involvement.
- Participate in the investigation of critical injuries (e.g., incidents that place life in jeopardy, result in substantial blood loss, fracture of leg or arm, etc.).
- Recommend corrective measures for the improvement of the health and safety of workers.
- Respond to Staff concerns related to Workplace Violence and communicate these to the Senior Management and Board.

## **Fraudulent or Malicious Complaints**

Unfounded or retaliatory allegations of misconduct outlined in this Policy may result in significant consequences for both the accused and the Club.

If it's determined that you have knowingly made false statements or falsely reported an act or threat of Workplace Violence, immediate disciplinary action will be taken. As with any case of Workplace Misconduct, you will be subject to disciplinary measures, up to and including termination of your Engagement with Just Cause.

## **Reprisals**

It's a violation of this Policy to discipline or punish an individual because they've reported an act or threat of Workplace Violence or provided information related to the act or threat.

A reprisal may be the subject of a separate complaint under this Policy. If you engage in reprisal, you will be subject to disciplinary measures, up to and including termination of your Engagement with Just Cause.

## **Impairment & Substance Dependency**

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### **READ IN CONJUNCTION WITH**

The following policies are closely related to this important Policy:

- ♦ **Impairment-Free Workplace**
- ♦ **Intoxication at Club Events**

### **DEFINITION**

#### **Substance**

Illicit drugs or Legal Substances





## Impairment

Impairment refers to the deterioration of an individual's judgment or a decrease in their physical ability because of Substance use. Even small amounts of a Substance can affect your mental and physical abilities. Different Substances act on your brain in different ways, but almost all affect your:

- attention
- judgment
- motor skills
- reaction time
- decision-making skills
- balance and coordination

## POLICY

To foster a healthy Workplace and help ensure that you and Club Stakeholders are safe, the Club has adopted a formal process for dealing with suspected impairment and Substance dependency.

## Impairment

Observations and suspicion of impairment may include:

- ♦ Slurred speech
- ♦ Inability to gain balance or footing
- ♦ Watery or red eyes
- ♦ The odour of illicit drugs, cannabis, or alcohol
- ♦ Dilated pupils
- ♦ Exhibiting unusual behaviour

## PROCEDURE

If you're suspected of impairment, the following procedures will apply, wherever possible:

1. If possible, the opinion of two managers will be sought to corroborate the observation of your behaviour and suspicions of impairment.
2. Executive Director will attempt to meet privately with you to discuss or substantiate the suspicion.
3. Substantiation of the suspicion by the best judgment of two management individuals is sufficient to deem you unfit for work and does not require a blood test or breathalyzer.
4. You'll be sent home safely by taxi or by other means.
5. If your impairment is such that there appears to be an immediate danger to your health, the Club will call an ambulance or get you to the nearest medical facility.
6. You won't be permitted to operate a vehicle if you're suspected of impairment. If you don't co-operate and insist on driving yourself home, the Club will contact the Police authority.
7. A meeting will be scheduled for the following day that will include you and one or two managers who will determine appropriate disciplinary measures.







8. It's a serious offence if you're found to be impaired in the Workplace a second time and may result in disciplinary measures up to and including termination of your Engagement with Just Cause.

### **Precautions at Club Events**

At Club events where event-appropriate Legal Substances are served or permitted, the Club may take the following actions:

- ♦ Remind the attendees of this Policy and the **Intoxication at Club Events** Policy and of their obligations as guests of Club events.
- ♦ Provide a selection of non-alcoholic beverages as alternatives to alcoholic beverages.
- ♦ Limit the amount of event-appropriate Legal Substances available to each attendee.
- ♦ Make attempts to prevent an attendee who shows outward signs of Intoxication from continuing to consume event-appropriate Legal Substances.
- ♦ Appoint a designated driver or provide alternate means of transportation to attendees who show outward signs of impairment or Intoxication.
- ♦ Prevent an attendee who shows outward signs of Intoxication from leaving the event unaccompanied.

### **Over-the-Counter Medications**

While not a requirement, if you're taking over-the-counter medication, you're encouraged to let your manager know if there's a chance you may experience drowsiness or other side effects that may affect your performance.

### **Employee Substance Dependency**

Some of us may develop a dependency on certain Substances, which may be defined as a disease or disability under Human Rights legislation. In this situation:

- ♦ You're encouraged to communicate your dependency or any previous dependency to Executive Director so that you may be accommodated as appropriate.
- ♦ Maintaining performance standards is a continued expectation and you're expected to seek treatment as soon as you can. We'll support you where we can but can't do so unless you seek treatment. The Club reserves the right to require you to obtain treatment from a rehabilitation program as a condition of the continuation of your employment.
- ♦ If you're protected under Human Rights, the Club may work with you to provide accommodations such as adjusting or modifications to your work or the work environment, up to the point of Undue Hardship.
- ♦ Assistance is available for employees through the Club's Employee Assistance Program, which is a completely confidential resource.
- ♦ You won't be disciplined for asking for help relating to a dependency.
- ♦ All medical information relating to your condition will be kept confidential.





## Smoke-Free Workplace

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Non-smokers should not have to encounter second-hand smoke. The Club has adopted a smoke-free Workplace in accordance with the BC's Tobacco and Vapour Products Control Act.

Smoking isn't permitted anywhere inside or around Club premises. Smoking is only permitted outside in designated areas and must be at least 6 - 10 metres away from the windows, doorways, and air intakes of public places to protect indoor air quality.

## Protected Grounds — Duty to Accommodate

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When we refer to 'accommodations,' we mean planning to ensure that Everyone has the same opportunities.

The Club will make every reasonable effort to work with Staff and Job Applicants protected under the Code (Protected Grounds) so they're able to work effectively by making temporary or permanent adjustments or modifications to their Workplace, up to the point of Undue Hardship for the Club. Accommodation examples could include:

- ♦ Adoption of speech recognition software
- ♦ Flexible working hours
- ♦ Accommodating religious obligations
- ♦ Modifying the dress code where the accommodation doesn't conflict with established safety policies, or where uniforms can easily be modified
- ♦ Modifying break schedules to accommodate specific times for prayers.

## Executive PIPA Privacy Compliance Policy

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### DEFINITIONS

#### PIPA

Personal Information Protection Act (PIPA) sets out the ground rules for how private-sector organizations collect, use or disclose personal information in the course of commercial activities in BC.

### POLICY

We're all responsible for understanding and adhering to this Policy to ensure that the Club is compliant with PIPA requirements by adhering to the 10 Principles as follows:

#### 1. Accountability

- ♦ The Club and Staff will comply with all 10 of the principles.





- ♦ The Executive Director is the individual responsible for the Club's compliance.
- ♦ Personal information held by the Club or transferred to a third party for processing will be protected.

## **2. Identify Purpose for Collection**

We'll identify the reasons for collecting personal information before or at the time of collection.

- ♦ Before or when any personal information is collected, we'll identify why it's needed and how it will be used.
- ♦ We'll document why the information is collected.
- ♦ We'll inform the individual from whom the information is collected why it's needed.
- ♦ If we identify any new purpose for the information, we'll obtain the individual's consent before using it.

## **3. Obtain Informed Consent**

Consent is considered valid only if it's reasonable to expect those individuals to whom the Club's activities are directed would understand the nature, purpose, and consequences of the collection, use or disclosure to which they're consenting.

We may collect personal information without an individual's knowledge or consent only as outlined as specific exceptions under PIPA.

- ♦ We'll specify what personal information we're collecting and why in a way that our customers can clearly understand.
- ♦ We'll inform the individual in a meaningful way of the purposes for the collection, use or disclosure of personal data.
- ♦ We'll obtain the individual's consent before or at the time of collection, as well as when a new use of their personal information is identified.

## **4. Limit Collection of Personal Information**

- ♦ We won't collect personal information indiscriminately.
- ♦ We won't deceive or mislead individuals about the reasons for collecting personal information.

## **5. Limit Use, Disclosure, & Retention**

- ♦ We'll use or disclose personal information only for the purpose for which it was collected, unless the individual consents, or the use or disclosure is authorized by PIPA.
- ♦ We'll keep personal information only if necessary to satisfy the purposes.
- ♦ We have guidelines and procedures in place for retaining and destroying personal information.
- ♦ We'll keep personal information used to decide about a person for a reasonable period.
- ♦ We'll destroy, erase, or render anonymous any personal information that's no longer required for an identified purpose or a legal requirement.





## **6. Keep Personal Information Accurate**

- ♦ We'll make every effort to minimize the possibility of using incorrect information when deciding about the individual or when disclosing information to third parties.

## **7. Safeguard Personal Information**

- ♦ We'll protect personal information against loss or theft.
- ♦ We'll safeguard the information from unauthorized access, disclosure, copying, use or modification.
- ♦ We'll protect personal information regardless of the format in which it's held.

## **8. Make Information About Policies & Procedures Available**

- ♦ Our customers have access to our privacy practices on our website.

## **9. Provide Access to Personal Information**

With some specific exceptions outlined in PIPA, individuals have access to the private information the Club has about them.

- ♦ When requested, we'll inform individuals if we have any personal information about them.
- ♦ We'll explain how it is or has been used and provide a list of any organizations to which it has been disclosed.
- ♦ We'll give individuals access to their information.
- ♦ We'll correct or amend any personal information if its accuracy and completeness is challenged and found to be deficient.
- ♦ We'll provide a copy of the information requested, or reasons for not providing access, subject to exceptions set out in PIPA.
- ♦ We'll note any disagreement on the file and advise third parties where appropriate.

## **10. Provide Recourse**

- ♦ Our complaint procedure is available on our website and includes information about available recourse.
- ♦ We'll promptly investigate all complaints received.
- ♦ We'll take appropriate and reasonable measures to correct information handling practices.

## **RESOURCES**

It's the Club's intention that this Policy is compliant with BC law.

- ♦ Personal Information Protection Act (PIPA):  
[http://www.bclaws.ca/Recon/document/ID/freeside/00\\_03063\\_01](http://www.bclaws.ca/Recon/document/ID/freeside/00_03063_01)







## Privacy of Employee Personal Information

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During your tenure with the Club, we collect, use, and may disclose your personal information. When you join the Club, you give us information about yourself for payroll, benefits, and emergency purposes. The Club is responsible for ensuring that your personal information remains confidential throughout your employment with the Club.

### Club Precautions

We recognize and respect your right to privacy. To maintain this right, the Club will:

- ◆ Only collect private information that's required for organization, HR, tax and legal purposes and the reason for collection will be disclosed to you. Your private information won't be used for any other purpose.
- ◆ Take all reasonable precautions to ensure that the collected information is held securely and protected from disclosure.
- ◆ Restrict internal access to personal records to those having an authorized, organization-related need-to-know reason to do so and take disciplinary measures when those with access to personal records violate this Policy.
- ◆ Maintain strict guidelines to secure your private information, as outlined in the **Confidentiality Agreement** policy that all Staff must adhere to.
- ◆ Adhere to the principles outlined in the **PIPA Privacy Compliance** policy.
- ◆ Not release your personal information to outside sources without your written approval, unless legally required to do so. Access to your personal records by third parties, including law enforcement and other governmental agencies, is only provided pursuant to statutory authority such as a court order or subpoena.
- ◆ Not, without your written permission, provide reference information about you beyond verifying dates of your employment or last position held. With your permission, we'll provide additional reference information concerning your general working habits, reason for termination or resignation, attendance record, salary verification, performance, and whether the Club would rehire you.
- ◆ Provide access to you to view your personal information if you request it.
- ◆ Destroy personal information when it's no longer required in accordance with legislation.

### Without Your Consent

The Club may use your personal information without your consent under specific circumstances. These situations may include:



- ◆ The Club is under obligation by law to disclose personal information to adhere to the requirements of an investigation.
- ◆ An emergency exists that threatens an individual's life, health, or personal security.
- ◆ The personal information is for in-house anonymous statistical study or research.





- ♦ The personal information is already publicly available.
- ♦ Disclosure is required to investigate a breach of contract.

### What Else You Need to Know

- ♦  Any Work Product, or anything created using Club Materials, belongs to the Club and is not considered private information.
- ♦  The Club takes Confidential Information very seriously, including the private and personal information of Club Stakeholders. If you're in a position where you're entrusted to have access to Club Stakeholder's personal or private information or records, you're required to adhere to this Policy. Disclosing personal or private information may result in disciplinary action, particularly in the case where personal or private information was used or disclosed for personal gain or to be hurtful, for example to propagate malicious gossip.
- ♦ If your personal information changes, you're responsible to give the Executive Director the updated information.

## Employee Development, Performance, & Exit

### Probationary Period

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A probationary period is used for new hires and existing employees who have been transferred or promoted into new position. It provides a reasonable timeframe and opportunity for managers to assess whether there's a good fit between an employee and their new job. At the same time, it allows a new hire the opportunity to evaluate the job and workplace to determine suitability.

Here's what you need to know:

- ♦ The terms of your probationary period are outlined in your employment agreement.
- ♦ The probationary period includes orientation and training activities and more frequent than usual performance check-ins. Both you and your manager must devote special attention and effort to make sure that job standards are communicated, the duties of the position are learned, and you're meeting the expectations of the job.
- ♦ Under certain circumstances, the probationary period may be extended. There must be a valid reason for the extension and the extension must be in writing.
- ♦ Upon satisfactory completion of the probationary period, if the probationary period is extended, or your probationary period is longer than 90 days, you'll be eligible for any benefits that begin after a 90-day waiting period.





## Performance Reviews

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We believe that everyone wants to do their job well. To assist in creating the opportunity for each of us to live up to our potential, and to minimize the negative effect poor performance may have on all of us, we support:

- ♦ 2-way feedback between you and your manager
- ♦ Rewards for high performers
- ♦ Proactive management of poor performers

We require managers to provide feedback regularly throughout the year. The Club also manages a bi-annual formal annual performance evaluation process for the purpose of:

- ♦ Reinforcing our strengths.
- ♦ Providing us with opportunities to improve our abilities, skills, and knowledge.
- ♦ Annually setting an overall performance rating for each employee that determines eligibility and calculation of performance-based rewards and perks.

We also encourage feedback from and to all levels in the Club.

## Performance Improvement Plan (PIP)

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We're committed to helping you improve your performance if you're willing to work with us to meet expectations. If a situation arises where your performance isn't meeting the defined expectations of the position, your manager will discuss it with you and may implement a performance improvement plan.

If your performance doesn't meet expectations, all that may be needed is an informal discussion initiated by your manager to reinforce expectations. However, there are times when the performance issue is more serious. In those cases, we follow a formal process, and use a PIP.

A PIP ensures:

- ♦ A fair and consistent process for Everyone
- ♦ Clear expectations and timeline
- ♦ That you understand the consequences if performance doesn't improve

## Sidestepping a PIP

The Club's preference is always to proceed with a PIP to help Staff solve performance issues. However, some types of issues can't be addressed through a PIP.

- ♦ **Staff Policies** outline the standards of conduct expected from Everyone, but no list of rules can cover every situation. Therefore, the Club reserves the right to act upon any conduct it considers detrimental to its best interests and will respond to performance issues or instances of Misconduct with disciplinary measures appropriate for the specific situation.





- ♦ A PIP will not be used in the case where a serious violation of a Staff Policy has occurred that may warrant immediate termination of employment with Just Cause.

## PROCEDURE

When a PIP is implemented, it can include up to 3 steps:

1. **Verbal Warning** — if you fail to correct a performance issue that was discussed informally, your manager will communicate a more formal verbal warning.

This is a serious warning directing you to improve or correct specified performance areas by a specified date. It involves a formal discussion in a private area with your manager who outlines what the problems are, what must be done to correct them, and what assistance is available for you.

Your manager makes a written note of this discussion and retains the note for future reference. This note isn't placed in your HR employee file but will be formally referenced in the next step if performance doesn't improve.

2. **Written Warning** — if performance doesn't improve after a verbal warning by the specified date, your manager issues a formal written warning.

This warning may possibly be the last chance for you to improve performance, so it should be taken seriously. Your manager will meet with you in a private area to set clear and specific goals, deadlines for improvement, and assistance available for improvement.

A written record of the discussion, signed by you stating that you have read and understood the requirements, is provided to you and a copy is placed in your HR employee file.

3. **Termination** — if your performance continues to fall short of expectations by the time of the specified deadline, your employment may be terminated.

Under certain circumstances, a manager may determine that although a PIP approach will be used, certain steps may be omitted or repeated.

## Training & Development

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The Club encourages your personal development and growth through education and training. The Club will help pay for training and development that is of benefit to both you and the Club.

Training and development gives you the opportunity to:

- ♦ Improve your current work performance
- ♦ Increase the personal enrichment you get from your work
- ♦ Make time for creativity and curiosity
- ♦ Meet people from your profession

Training and development benefits the Club by:







- ♦ Helping to achieve management continuity and consistency
- ♦ Keeping us competitive, by ensuring our skills are current with the marketplace
- ♦ Fostering innovation

Training and development may include the following:

- ♦ Courses, seminars, workshops, conferences, and annual meetings
- ♦ Reading recommended books
- ♦ Online training
- ♦ Educational Assistance
- ♦ Rotational and special job assignments to broaden your experience
- ♦ Cross-training
- ♦ Professional development
- ♦ Job sharing
- ♦ Job shadowing
- ♦ Mentoring

All costs associated with training and developments are charged to individual departments.

### **Eligibility**

- ♦ You must be employed with the Club for at least 6 months to be eligible for training and development benefits.
- ♦ Exceptions may be made in circumstances where a skills gap assessment has been conducted and immediate training needs have been identified for a new hire or existing employee transferred or promoted into new position.
- ♦ Temporary or casual employees are not eligible for training and development benefits.

### **What You Can Expect**

- ♦ The Club's annual budget includes a training budget.
- ♦ The Club supports training in a variety of ways that may include time off to attend courses, payment of tuition, and even travel, if necessary, as long as training expenses are charged to individual departments and don't exceed the budget for the year.
- ♦ You're encouraged to develop, in conjunction with your manager, a training plan for each upcoming year as part of the annual performance review process.

### **What's Expected of You**

You're expected to:

- ♦ Take the primary responsibility for managing your career by:





- Taking inventory of your current skill set.
- Exploring training and development opportunities to ensure you're current in your industry/job knowledge.
- Acquiring the skills, you need to reach your career goals.
- Discussing possible training and development opportunities with your manager.
- ♦ Put your organization hat on:
  - Justify any request for training and development in terms of return on investment for the Club. Why should the Club pay for, support, or enable this?
  - Find cost-effective ways to execute on your training needs including reading, accessing free online resources, and networking.
  - Explain how you will incorporate what you learn into your ongoing work.
  - Explain how the contacts or relationships you make during the training or development opportunity could benefit the Club
- ♦ Share your learnings with others:
  - Consider how others on your team or in the Club might benefit from what you've learned and create opportunity to share and/or discuss key points
  - Where there may be a benefit to the Club, make connections between new contacts you've made and other Club members
  - Let the Club benefit from the investment made in your development — stay on the team

## **Reimbursement Requirements**

The Club may not always be able to provide paid time off to attend training or development, but we may partner with you and share in the responsibility of continued education.

Courses taken on your own time may be eligible for reimbursement.

Here's what you need to know:

- ♦ Eligible expenses include:
  - Cost of tuition
  - Enrolment fees
  - Books for course
- ♦ Courses must be taken at a recognized educational institution that provides an official transcript indicating a grade.
- ♦ Class attendance and study assignments must be completed outside of a Standard Work Week.
- ♦ To be eligible for reimbursement, you must be employed with the Club when the course marks are received. If you leave the Club for any reason before the course is completed, you're required to pay back any book or tuition costs the Club has pre-paid on your behalf, to the extent permitted by law.





## PROCEDURE

When you want to participate in training and development or enroll in a continuing education course:

1. Check with Executive Director first before you seek out courses or programs on your own. Executive Director is the central hub for training with access to plenty of information on training availability. You may even find that Executive Director has sourced the same kind of training for someone else recently.
2. Managers are responsible for ensuring that training expenses don't exceed department training budgets.
3. Participants should ensure:
  - The Club can report on appropriate return on investment for training.
  - Acquired knowledge is shared.
  - Events, key contacts, and new leads are documented and shared.
  - Follow up or action items are documented.





## OUR PRACTICES

### Hiring

We won't discriminate based on any Protected Grounds in any of our hiring and recruitment efforts.

#### Hiring Family Members & Friends

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##### DEFINITIONS

##### *Close Relationship*

A Family Member or Close Friend

##### *Family Member*

- ◆ Your spouse
- ◆ Your parent (including step and in-law)
- ◆ Your sibling (including step and in-law)
- ◆ Your child (including step and in-law)
- ◆ Your sibling's child
- ◆ Your first cousin

##### *Close Friend*

- ◆ Romantic relationship
- ◆ Important personal relationship

##### *Conflict of Interest*

A conflict of interest occurs when:

- ◆ Someone can gain a special advantage in the Workplace because of a Close Relationship with a current Staff Member.
- ◆ When the Club incurs risk because of a Close Relationship between 2 or more employees.

Conflict of interest may include, but isn't limited to:

- ◆ Any influence exercised directly or indirectly by an employee in the selection and hiring process in which a Close Relationship is a candidate.
- ◆ A Reporting Relationship where an employee in the Close Relationship influences the other in such matters as performance reviews, benefits, perks, compensation, promotions, special treatment, or preferential treatment for overtime.
- ◆ The ability of one member of the Close Relationship to influence or control the other member in their personal lives.







- ◆ Members of the Close Relationship both holding positions that establish a real or potential security, confidentiality, or financial risk to the Club.

### Reporting Relationship

- ◆ Direct reporting relationship: One employee reports directly to another employee.
- ◆ Indirect reporting relationship: The relationship between an employee and their manager's manager. Example: Employee A reports to Employee B. Employee B reports to Employee C. Employees A and C have an indirect reporting relationship.

## POLICY

We hire the best person for the job. We adhere to the Human Rights Code and don't discriminate in our hiring practices when a Job Applicant is in a Close Relationship with you.

At the same time, the Club must prevent a legitimate Conflict of Interest or the appearance of a Conflict that may present itself through the hiring of a Close Friend or Family Member, as well as preventing the misuse of authority and influence, or the appearance of such misuse.

Employees' Close Relationships are eligible for employment provided that:

- ◆ The Close Relationship meets the minimum qualifications for the position.
- ◆ The Close Relationship doesn't create a Conflict of Interest.
- ◆ You exclude yourself from any hiring process where the Close Relationship is a candidate.

Refer to **Dating Co-workers** policy to understand how romantic relationships are dealt with if they occur after hire.

# Communicating in the Workplace

## Conflict Resolution & Communication

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We encourage you to take what may be a difficult step and discuss the conflict openly. We call it leadership, whether it's formal or informal leadership, and we can all do it. Let's not wait for performance reviews to have an open and respectful discussion.

We have an 'open door' environment and are encouraged to talk directly with each other and our managers to resolve problems. This is a fundamental principle in the Club.

## PROCEDURE

When a sensitive issue, frustration, or conflict arises in the Workplace:

1. Discuss it respectfully with the person who can help to resolve it, for example, with your co-worker — so that resolution can be reached at an early stage. Often, a solution can be found in a short time.





2. If a direct discussion with a co-worker doesn't resolve the situation to your satisfaction, or if you're not comfortable discussing the conflict with your co-worker, discuss it with your manager who will coach you or may act on your behalf to resolve the conflict.
3. If the problem isn't resolved to your satisfaction, or if you're not comfortable discussing the conflict with your manager, discuss it with Executive Director. Be prepared to describe the concern as well as how you feel the issue can be resolved.
4. Depending on the specific nature of the concern, Executive Director may obtain additional information that will enable them to render a fair proposal for resolution within a few days.
5. Executive Director may direct the problem or concern appropriately within the Club.
6. Executive Director will then advise you as to where the concern has been referred and its status.

The purpose of this process is to bring conflicts or misunderstandings out in the open and to assist in resolution. The Club strives to resolve the disputes in the manner described above; however, every situation is unique, and the Club may deviate from the process when necessary.

## Effective Email Communication & Etiquette

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### Email Caution

Everyone with access to Technology Tools usually also has access to the Club's email system.

Email is a key communication tool, and we all like to be casual when we communicate. However, we must keep in mind that an email message is the equivalent of a Club letter. We must use the same care in creating an email message as in creating any other Club document. In fact, more care is needed when sending an email because digital content can be shared easily and rapidly and can't be destroyed.

Know also that there's no such thing as a private email, even once a message has been deleted. Before you click 'Send,' consider what may happen if the message is read by someone else, such as your manager or the Senior Management and Board. Better safe than sorry.

### Email Etiquette

How many emails do you receive in a day? Email is such an efficient communication tool that it seems the number of messages we send and receive is rising daily.

We've all received emails that are difficult to read or follow, and sometimes it's hard to understand what response is required. Everyone's time is valuable, so if we take the time to write an email, let's communicate clearly. Concise, structured messages increase the likelihood that a message will be read. If the recipient understands why they're being contacted, they will be more likely to respond.

### Composing an Email

Use the following table as a guide for composing effective emails.





Email Field	Guidelines for Content
<b>To:</b>	<ul style="list-style-type: none"><li>♦ Address emails to individuals who:<ul style="list-style-type: none"><li>• Need the information to do their jobs.</li><li>• Are required to take action as a result of the email.</li><li>• Have a significant stake in the subject matter.</li></ul></li><li>♦ You're asked to develop distribution lists for specific audiences, and not to send emails to our 'Club all' distribution list — unless you're a manager in an operational role with a bona fide need to communicate with Everyone.</li></ul>
<b>CC:</b>	<ul style="list-style-type: none"><li>♦ 'Cc' individuals who have an 'information-only' interest in the email content.</li><li>♦ Avoid copying emails to a long list of individuals unless necessary.</li></ul>
<b>Subject:</b>	<ul style="list-style-type: none"><li>♦ Clearly state the subject of the email with a few key words that identify the content of the email. We often need to refer to an email, so it's essential that the subject line clearly states a summary of the email content. Avoid unrelated subject lines such as "Houston, we have a problem..."</li><li>♦ If the message is time sensitive, begin the subject line with "urgent," or "urgent action required," or "action required".</li><li>♦ If the subject matter changes after several threads of emails have been exchanged, continue with the thread, but change the subject in the subject box for easy future retrieval.</li></ul>
<b>Attachment:</b>	<ul style="list-style-type: none"><li>♦ If you're sending attachments or hyperlinks within the email, briefly describe what they are, why they're worth opening, and what response you're requesting, if any.</li><li>♦ Help readers understand why they should read the email. Provide context and summarize why the information is important to them.</li><li>♦ Too many attachments and links result in information overload, and sometimes the most important piece of information can be overlooked.</li></ul>
<b>Message Introduction</b>	<p>Start messages with an introductory statement that describes the purpose of the email and what the reader should look for in the message body. For example: "This email contains a summary of action items from today's meeting. Please note action items and deadlines assigned to you."</p>





Email Field	Guidelines for Content
Message Body	<p>Present information clearly and succinctly. For example:</p> <ul style="list-style-type: none"><li>♦ Use bold or underlined headings to maximize clarity.</li><li>♦ List the action/decision/approval required by specific recipients, and the date required. This ensures everyone knows they're required to respond.</li><li>♦ Provide the default action that will occur if no response is received. For example: "If I don't hear from you by xxx, I will assume I can go forward with..."</li><li>♦ State the priority level of action: High, medium, or low.</li><li>♦ If no action is required, say so. For example: "This email is for information only. No action is required."</li><li>♦ Begin each topic in the email with a short summary outlining the key points. Follow this with a more detailed version of information if necessary. Remember, some email recipients want lots of information, and some want only the headlines. Provide both options so that those who want to scan headlines need only read the detail they need.</li><li>♦ Use bullets where feasible and avoid long, rambling sentences.</li><li>♦ If decisions/actions are required, provide options, pros and cons, and recommendations.</li></ul>
Message Conclusion	<ul style="list-style-type: none"><li>♦ Summarize and headline the next steps, as well as who does what. Consider colour-coding individual names so required actions are easily identified.</li><li>♦ Provide contact information and additional resources where applicable.</li></ul>
Email Signature	<p>If you're sending an email externally, you're expected to use the Club's standard email signature format.</p>
Security & Confidentiality	<p>Regular email is NOT secure. Refer to <b>Confidentiality Agreement</b> policy.</p>

### General Email Etiquette

- ♦ When receiving an email, we ask that you provide a response to the sender within the same organization day — even if it's simply to acknowledge receipt of the email and that you'll get back to the sender by xxxx time/date.
- ♦ Use courteous and professional language — as if you were writing a Club memo.
- ♦ No one likes email spam. Don't send an unsolicited email without a specific organization-related purpose — always ensure there is value to the recipient (or they will likely consider your email as spam and delete it without reading it). If you don't follow these guidelines, you may become known as someone whose emails are not purposeful, and recipients will begin to delete them unread.







- ♦ Avoid 'flaming' people. Using antagonistic words or critical comments can hurt people and cause awkward situations. Email isn't the place to make negative comments. If there's a problem, resolve it in person, and avoid war of words on email.

### **Email Confidentiality Waiver**

It's good practice to use a standardized caution clause in all emails sent externally. Attach the following paragraph to the bottom of your email — after your standard Club signature:

*This electronic transmission (including all attachments) is intended solely for the use of the individual or entity to which it is addressed and may contain information that is privileged and/or confidential. If you are not the intended recipient of this electronic transmission, you are hereby notified that any disclosure, copying, or distribution, or the taking of any action in reliance upon the contents of this electronic transmission, is strictly prohibited, and you are further requested to purge this electronic transmission and all copies thereof from your computer system.*

### **Out-of-Office Email Notifications**

When you're out of the office and unable to retrieve email in a timely manner, you're expected to turn on your 'out-of-office assistant.' This will generate an automatic reply email and notify senders that you're not available to respond to them. For your convenience, you may want to use the following templates as guidelines to develop your out-of-office message:

**Out of the office — limited access to email:** Thank you for your email. I will be out of the office from [date] to [date] and will have irregular access to email. I will respond to your message as soon as I can. If the matter is urgent, you are welcome to call my [cell/mobile] at [cell/mobile number] or contact [person] at [contact information]. Thank you and have a great day!

**Out of the office — no access to email:** Thank you for your email. I will be out of the office from [date] to [date] and won't have access to email. I will respond to your message when I return on [date]. If the matter is urgent, please contact [person] at [contact information] Thank you and have a great day!

[Insert standard email signature]

### **Email Administration & Maintenance**

Our IT department manages the creation and maintenance of all email accounts and passwords, as well as the installation and maintenance of email software on Club computers and our network. Mail folders are backed up Daily by IT and stored for 2 years.

Individuals are responsible to purge and manage their own inboxes and personal folders.





## Exit Interviews

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You've decided to leave the Club and have provided us with your resignation, and we ask that you provide us with honest feedback before you go.

This may be your last chance to tell it like it is, and to provide an opportunity to improve the future work environment for your co-workers.

Let's talk. We also want an opportunity to wish you well.

### The Exit Interview

- ♦ After resigning and before leaving the Club, you'll be asked to participate in an exit interview with the Executive Director. The purpose of the exit interview is to allow you the opportunity to provide feedback about what was positive about working here and what could be improved upon.
- ♦ Executive Director will schedule an exit interview with you, typically on your last day of work.

### After the Interview

You may wonder what happens to the information provided during an exit interview after you leave.

- ♦ During the exit interview, you'll be asked if feedback anonymity is preferred.
- ♦ If feedback identity isn't a concern, the Executive Director provides direct feedback to the appropriate manager(s) whose team or department would gain valuable insight from information gathered from the exit interview. This includes both positive and 'room for improvement' feedback.
- ♦ If you prefer anonymity, the Executive Director summarizes the feedback accumulated during the exit interview (along with feedback from other departing individuals) in a quarterly report and presents it to the Board. The feedback isn't tagged to any individual's name and is kept anonymous.

Your feedback won't affect your standing with the Club.

## Expenses & Fiscal Responsibility

### Fiscal Responsibility

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Every dollar we spend must come from somewhere — registration, program fees, grants, fundraising, etc. To pay fair wages and stay competitive, we must monitor our expenses carefully. We ask that you treat the Club's money as if it were your own. As is the case with your home finances, we can't be successful if we spend more than we make.





## Expense Reporting

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We reimburse individuals for legitimate organization expenses incurred on behalf of the Club, if the expense has been pre-approved and authorized.

### PROCEDURE

1. Check with your manager before incurring expenses so there's no misunderstanding or confusion regarding reimbursement.
2. Once the expense has been incurred, submit your receipt(s) with a completed Expense Report Form for reimbursement. Take care to complete the form properly, or reimbursement may be delayed.

## Travel Expenses

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When it's necessary for you to travel for organization, expenses for lodging, meals, transportation, and miscellaneous items will be reimbursed, but it's expected that you'll be prudent and reasonable when incurring these expenses.

We'll reimburse any organization-related expense you incur while away that you would not have incurred if you'd stayed home. Expenses of a personal nature, such as entertainment, grooming, gifts, etc., are things you normally pay for yourself, whether at home or away on organization, and are not eligible for reimbursement.

Use the following as a guideline to help you discern what we're prepared to pay for and what we expect you to pay for yourself. While these guidelines usually apply to employees, they should also be applied to expenditures incurred by outside parties that are reimbursed by the Club (for example, Consultants and Job Applicants).

### Air Travel

#### *Air Travel Approvals*

All air travel must be pre-approved by Executive Director.

### Accommodation

You're expected to use standard rooms at moderate-class hotels while travelling on organization.

Our normal practice is that you pay all your hotel expenses and then submit them for reimbursement via an Expense Report Form upon your return.

### Meals

We'll reimburse you for the reasonable costs of meals while travelling out of town. While we don't use a per diem or impose a spending limit, reasonable expenses for meals are expected. We expect you to use reason and eat at good quality restaurants but avoid expensive eating establishments and menu selections.





All receipts must be submitted with the expense report, regardless of the amount.

Tipping for meals should be included with the cost of each meal and generally shouldn't exceed 15% of the food portion of the bill.

For liability reasons, you won't be reimbursed for more than 1 alcoholic beverage per meal. You are responsible for the cost and consequences of consuming more than 1 alcoholic beverage while travelling on behalf of the Club.

## **Entertaining Guests**

Meals for entertaining guests of the Club must also be reasonable and have a legitimate organization purpose. You must identify your guests and the purpose of entertaining them on your Expense Report Form.

## **Car Rental & Ground Transportation**

We'll reimburse you for the cost of transportation to and from the airport, either from the Club facility or your home. Depending on the most cost-effective option, we'll either reimburse your taxi each way, or reimburse the cost of parking your vehicle at the airport while you're away. You must have appropriate business insurance coverage on your vehicle before it may be used on Club business.

We expect you to travel to your destination using the most appropriate and cost-effective means, including the use of airport or hotel shuttles and taxis.

All parking and highway tolls incurred because of organization travel are reimbursed.

## **Law & Ordinance Violations**

Anyone who violates the laws or ordinances of the area in which they're operating a vehicle on Club organization assumes financial responsibility for their actions.

## **Telephone**

Telephone calls that are made to conduct Club organization and ensure reasonable contact with your immediate family are reimbursed. One call home per day is considered reasonable under normal circumstances.

When travelling, always use a phone calling card rather than the hotel phones.

## **Other Travelling Expenses**

We'll reimburse other necessary and reasonable out-of-pocket expenses, including tolls, parking fees, tips, telephone, and fax charges.

Since the Club provides group accident and life insurance coverage, charges for the purchase of additional travel insurance are not reimbursed.

## **Non-Reimbursable Expenses**

The following list of non-reimbursable expenses can be used as a general guide and should not be considered all-inclusive:







- ◆ Personal entertainment, reading material, movie rentals, etc.
- ◆ Personal toiletries, drugs, gifts
- ◆ Personal maintenance (for example, haircuts, manicures, shoeshines)
- ◆ Special room service for personal reasons
- ◆ Personal calls more than what's considered reasonable
- ◆ Travel, meals, and lodging of accompanying family members
- ◆ Lost personal property, including cash, credit cards, clothing, etc.
- ◆ Fines, penalties, or property damage caused by you while travelling
- ◆ Personal accident insurance

### **Cash Advances**

If you travel on Club business, you may be given an expense advance. In this case, you become liable to the Club for this amount and will be required to reimburse the Club in the event of resignation, termination, reassignment, or similar reasons. The approval of your manager is required.

All travel advances must be shown on your Expense Report Form and deducted from your claimed expenses.

Travel advances are only provided one at a time. In other words, a travel advance won't be approved unless an Expense Report Form has been submitted and approved for the previous advance/trip.





## STAFF POLICIES

### Conduct Expectations

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Not every situation you'll encounter is covered in our **Conduct Expectations** policies; some situations are black and white while others may have shades of grey. You're entrusted to use good judgment in your day-to-day activities, and to seek further information or assistance when you need it.

If you spend even a fraction of a second questioning the appropriateness of your actions, carefully reconsider the action, proceed with caution, or back away until you have considered and understand all possible consequences.

### Code of Conduct

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The Club will not tolerate Misconduct and will immediately take appropriate corrective or disciplinary actions when Misconduct occurs, up to and including immediate termination of your Engagement with Just Cause.

Here's what you're expected to adhere to:

- ◆ Conduct yourself in an ethical and appropriate manner.
- ◆ Understand and adhere to Staff Policies.
- ◆ Understand and adhere to your individual responsibilities outlined in the **Health & Safety** policy.
- ◆ Don't engage in Misconduct.

### Off-Duty Conduct

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Off-Duty Misconduct will not be tolerated.

You do not have to like your co-workers or agree with the Club or with everything in the Workplace, but you do need to be respectful, ethical, lawful, and professional when off-duty.

The Club has a right to maintain its brand and reputation and Staff have a right to work in a comfortable environment free of inappropriate conduct and statements by co-workers, including threatening or harassing behaviour outside of the Workplace.

You'll be disciplined, up to and including immediate termination of your employment with Just Cause for engaging in Off-Duty Misconduct





## Confidentiality Agreement

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The Club takes Confidential Information very seriously, including securing the private and Confidential Information of Club Stakeholders. Any unauthorized disclosure, use, or dissemination of Confidential Information could seriously and detrimentally affect the conduct of the organization and interests of the Club and its goodwill.

Here's what you're expected to adhere to:

- ♦ Confidential Information must not be divulged to anyone other than authorized persons and must only be used for the Club's benefit. When in doubt, ask your manager.
- ♦ Confidential Information includes this HR Handbook document, which must not be shared with anyone outside the Club or anyone who is not authorized to view it.
- ♦ Confidential Information must only be divulged to a Club Stakeholder when it's essential for you and the Club Stakeholder to perform your jobs, and you're both in authorized positions to communicate and receive that information.
- ♦ \*\* For a period of five years after your Engagement with the Club is terminated, except as authorized by a Director or officer of the Club (other than you), you won't directly or indirectly, use, disseminate, or disclose any Confidential Information to anyone.
- ♦ \*\* If you're compelled by law or ordered by a Court to disclose any Confidential Information, you will not be deemed to have breached your obligations to the extent that you comply.

\*\* Provisions of this Policy that survive termination of your Engagement for any reason.

### A Higher Standard for Certain Roles

- ♦ \*\* You may be in a position where highly sensitive Confidential Information or private, personal, or sensitive information about Club Stakeholders is entrusted to you, such as:
  - A position in Payroll, Finance, Legal, Human Resources
  - A position that has access to private customer information
  - A senior position with access to highly sensitive or strategic information

In these positions, safeguarding Confidential Information is an expected part of your duties and ought to be known by any Reasonable Person in these types of roles. As such, you're measured by a higher standard. Disclosing any Confidential Information or private, personal, or sensitive information about Club Stakeholders without a valid and authorized organization reason to do so will result in disciplinary action, particularly in the case where personal or private information was used or disclosed for personal gain, or to be hurtful. An example would be sharing medical information about a co-worker with another co-worker to propagate malicious gossip or because it makes for a good story.

- ♦ \*\* If you're asked to take on a project or work assignment that includes temporary access to Confidential Information that you don't normally have access to in your day-to-day duties, such as confidential, private, personal, or sensitive information about Club Stakeholders, you'll be required to sign a Delegate Confidentiality Agreement, which will hold you to the same higher standard used to measure positions that are entrusted with such Information.





## PROCEDURE

Here's how we expect you to handle and secure Confidential Information when in the Workplace, including working remotely or in your home office:

- ◆ Confidential Information including all Club Materials will always be safeguarded.
- ◆ If, at any time, you become aware of any unauthorized access, use, possession, or knowledge of any Confidential Information by any third party, you'll immediately notify Member Services and you'll take all reasonable steps requested by the Club to prevent the recurrence of such unauthorized access, use, possession, or knowledge.
- ◆ All printed Confidential Information residing in your place of work in the Workplace will be locked, safeguarded, and shredded when no longer required.
- ◆ All Confidential Information must be stored in secure folders on the Club server, which restricts access based on user permissions. This enables IT to implement the appropriate back up and restoration procedures and ensure that confidentiality is maintained.
- ◆ Confidential Information will never be stored on any personal device, personal server, personal drive, personal cloud directory, or personal file sharing account. All electronic files will be saved in the Club's Microsoft One Drive or Sharepoint folders.
- ◆ Club stationery, Club email, and other Club Technology Tools or Electronic Communication tools will be used exclusively for communicating Confidential Information.
- ◆ Personal devices or other personal methods will not be used to communicate Confidential Information.
- ◆ All final signed contracts and corporate documents must be kept in Microsoft Share Point.
- ◆ Everyone is responsible for protecting the security of Confidential Information on our servers and cloud-based websites. You must not reveal your passwords to anyone, under any circumstances.
- ◆ Data storage devices such as portable drives and CDs must be password-protected.
- ◆ Everyone is expected to secure Confidential Information within their workspaces. This means that when you leave work for the day or are absent from your desk or workspace for an extended period, you must lock all Confidential Information in your desk or storage cabinet(s). This includes papers and data storage devices such as portable drives and CDs.
- ◆ If you have a legitimate organization reason for communicating Confidential Information to people outside of the Club (for the purposes of this Policy, "Third Parties"), you'll provide the Club with all reasonable assistance to protect the confidentiality of any Confidential Information that you may have to directly or indirectly disclose, publish, or make available to Third Parties. Measures to protect Confidential Information, include the following:
  - Highly sensitive Confidential Information will not be communicated using unsecured regular email or wireless mobile devices, and will only be communicated using the following methods:
    - In person
    - Using a landline telephone
    - Using an encrypted email account provided by the Club for the specific purpose of sending highly sensitive Confidential Information. At the very minimum, confidential documents must







be transferred by way of password-protected documents and linked directly to our file sharing service.

- Confidential Information going through internal or external mail must be marked as such on the outside of the envelope.
- Take the necessary steps to inform Third Parties of the confidential nature of the information and make them aware of their responsibility to keep such information confidential.
- When printing Confidential Information that should not be seen by anyone who is not authorized to view the information, for example payroll reports, take steps to ensure that it's not seen by other Staff.

## Non-Competition

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### DEFINITION

#### *Competing Organization*

Any organization, company, or entity in B.C. that is, or is preparing to be, in competition with any product or service developed, in development, distributed or offered by the Club up to the date of termination of your Engagement, including, but not limited to, the following competing organizations:

1. Any activity, organization, affiliation, subsidiaries, or ownership structure that results in a direct or indirect gain by you through the provisioning of products or services, whether for profit or non-for profit that is in competition with any product or service developed, in development, distributed or offered by the Club.

The Club may expand or revise the list of Competing Organizations, which, after the latest date of this Policy, is determined by the Club, exercising its discretion reasonably, to have become a competitor of the Club, and the obligations set out in this section of the Policy will apply to such additional companies or entity.

### POLICY

You agree that during your Engagement, you won't, without the prior written and informed consent of the Club's Executive Director, be employed by, engaged with, or involved with a Competing Organization — either directly or indirectly, whether as a shareholder, principal, partner, joint venture, sole proprietor, director, trustee, officer, employee, agent, consultant, contractor, or otherwise.

## Non-Solicitation

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Your obligations outlined in this Policy survive the termination of your Engagement for any reason.

You agree that during your Engagement and for a period of **1 year thereafter**, you won't, either directly or indirectly and either alone or with others, canvass, entice, or solicit:





- ♦ Customers and suppliers, as they relate to any **orders for any product or service** that is, or has been, researched, developed, manufactured, produced, provided, marketed, distributed or otherwise dealt in by the Club from any person, firm or company that has been, at any time within the previous 1-year period, **a customer or supplier of the Club, or any prospective customer or supplier of the Club** identified by the Club during the term of your Engagement.
- ♦ Club Stakeholders, including any **person who is a director, officer, employee, Independent Contractor, or Consultant** of the Club to **leave or terminate such Engagement** for the purpose of establishing an organization, or for the purpose of joining a Competing Organizations or other organization that develops, manufactures, produces, provides, markets, distributes or otherwise deals in any product or service that is of a type similar to any product or service that is or has been researched, developed, manufactured, produced, provided, marketed, distributed or otherwise dealt in by the Club during the term of your Engagement.

## Intellectual Property

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We all receive compensation to create, develop, investigate, and compile intellectual and material property for the Club. Everything we create, develop, investigate, and compile in the Workplace belongs to the Club.

Here's what you're expected to adhere to:

- ♦ You will not use or bring to the Club intellectual property that is the property of any previous employer, client, or entity without notifying the Club. Any legal action brought against the Club relating to breach of this clause may result in the Club's pursuit of punitive measures against you.
- ♦ \*You acknowledge and agree that unless clearly outlined otherwise in a contractual agreement, the Work Product belongs to and is the property of the Club, provided such Work Product relates, in any way, to the organization of the Club or if it could reasonably be expected by the Club to relate, in any way, to the organization of the Club. You waive any moral rights (as that term is defined in the applicable Copyright Act) to the Work Product.
- ♦ \*You'll disclose to the Club all Work Product and execute and deliver to the Club all instruments or papers necessary in addition to this Policy, if any, to perfect and enforce the exclusive ownership and enjoyment of the Work Product by the Club in all countries.

\*Provisions of this Policy that survive termination of your Engagement for any reason.

## Use of Technology Tools & Electronic Communication

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### READ IN CONJUNCTION WITH

The following policies are closely related and are essential to understanding the context throughout this important Policy:

- ♦ **Workplace Privacy**
- ♦ **Code of Conduct**





- ♦ **Information Technology Security**
- ♦ **Personal Activities in the Workplace**
- ♦ **Off-Duty Conduct**
- ♦ **Confidentiality Agreement**
- ♦ **Use of Mobile Devices**
- ♦ **External Club Communication**

## POLICY

We expect Everyone to use our Technology Tools and Electronic Communication tools in a professional and appropriate manner, and not use them for any purpose that would reflect negatively on the Club.

This Policy applies in the following situations:

- ♦ When you're in the Workplace or while using Technology Tools
- ♦ When you're accessing Technology Tools remotely (for example when using VPN)
- ♦ While you're off duty under circumstances outlined in the **Off-Duty Conduct** policy.



## **Personal Use of Technology Tools & Electronic Communications**

The Club will not assume responsibility for the risks associated with Staff's personal use of its Technology Tools or Electronic Communication tools. As such:

- ♦ You may not use the Club's Technology Tools, Electronic Communication tools or Social Media accounts for personal use except as follows:
  - You may use your Club-supplied Mobile Devices for local personal phone calls.
  - You may connect your personal Mobile Device to the Club's wi-fi when an internet connection is needed. Be aware that when electronic transmission is accomplished using Internet addresses and domain names registered to the Club, the transmission will likely be perceived by others to represent the Club.
- ♦ You'll use your own email account using your own Mobile Devices to send and receive personal email.
  - The Club's email system is never to be used to send or receive personal emails.
  - Personal webmail is not to be accessed from the Club's Technology Tools.
- ♦ You may not use remote desktop software to connect to your personal computers, servers, files, or software.
- ♦ You may not open or save personal files, photographs, music, videos, or audio recordings on the Club's Technology Tools. You may only open and save personal files, photographs, music, videos, or audio recordings on your personal Mobile Devices.
- ♦ Non-Club-related commercial activities are not allowed in the Workplace and the Club's Technology Tools must not be used for these activities.





## Technology Tools

### *What's Expected of You — Technology Tools*

Here's what you're expected to adhere to:

- ♦ Familiarize yourself with the definition of Technology Tools accessible from **Terminology** section of this Handbook.
- ♦ Use the Club's Technology Tools to conduct organization activities that are directly relevant to your specific job requirements or productivity such as the following:
  - Creating documents
  - Researching topics relevant to your specific job requirements
  - Communicating appropriately and professionally with Club Stakeholders regarding organization matters
- ♦ Take utmost care not to damage the Club's Technology Tools including all hardware such as your Club-supplied computer or Mobile Devices.
- ♦ Keep all Technology Tools password-protected to minimize the risk of unauthorized use of Club information.
- ♦ Advise IT immediately if any of the Club's Technology Tools have been lost or stolen.
- ♦ Respect the copyrights, software licensing rules, property rights, privacy, and prerogatives of others, just as in any other organization dealings.
- ♦ Adhere to the security measures we've put in place to maintain system integrity.
- ♦ Always uphold the principle of copyright.
- ♦ Scan all permitted downloaded files for possible viruses.
- ♦ Understand that all software downloaded or installed is the property of the Club.

### *What You Can't Do — Technology Tools*

Although not an exhaustive list, examples of prohibited activities relating to Technology Tools include:

- ♦ Using your personal equipment or property for the creation, transmission, or storage of Club information.
- ♦ Copying, destroying, or altering Technology Tools or other information that belongs to the Club or Club Stakeholders.
- ♦ Downloading unreasonably large files that may hinder network performance.
- ♦ Downloading your own software where the Club supports similar software used for the same purpose. For example, the Club uses Zoom and Microsoft Teams as its web conference tool. You may not download Skype and use your own account to conduct web conferences as a Club representative.
- ♦ Leaving Technology Tools sessions logged on when not in use







- ♦ Disabling, uninstalling, or circumventing security measures put in place by the Club such as firewalls, authorization, virus protection, etc., thereby putting the Club Technology Tools at risk.
- ♦ Allowing others to use any of your logins or passwords.
- ♦ Divulging or sharing private or Confidential Information about the Club or Club Stakeholders to any person or entity not authorized to receive that information.
- ♦ Damaging the reputation and goodwill of the Club and Club Stakeholders.
- ♦ Attempting to monitor or read another user's profile, account, files, or communications.
- ♦ Using the Internet for illegal activities.
- ♦ Transmitting spam.
- ♦ Visiting sites for personal reasons, particularly sites that are considered inappropriate, pornographic or "obscene." If you connect unintentionally to a site that contains sexually explicit or offensive material, you must disconnect from the site immediately and advise the IT department.
- ♦ Displaying, storing, archiving, distributing, editing, or recording any kind of sexually explicit or obscene images, videos, documents, or other materials using the Club Technology Tools.
- ♦ Downloading music or movies.
- ♦ Downloading or distributing pirated software or data.
- ♦ Downloading entertainment software or games or playing games against opponents over the Internet.
- ♦ Downloading images or videos unless there's an explicit organization-related use for the material.
- ♦ Gaining access to areas in the Club Technology Tools that you're not authorized to access.
- ♦ Gaining illegal or unauthorized access to other Club or external computers or databases that are not in the public domain.

## Electronic Communication

### What's Expected of You — Electronic Communication

In conjunction with the guidelines outlined in the **Technology Tools** section of this Policy, you're expected to:

- ♦ Familiarize yourself with the definitions of Electronic Communication and Social Media provided in the **Terminology** section of this Handbook.
- ♦ Honestly disclose who you are when you send email, register accounts, or conduct other Electronic Communications.
- ♦ Understand:
  - That the Club shall not be liable, under any circumstances, for any errors, omissions, loss, or damages claimed or incurred due to your unauthorized use of Electronic Communications.
  - That special care and judgment is required at all times when participating in Social Media. Any communication made through Social Media is or can easily become public.





- Who can officially represent and speak on behalf of the Club when accessing Social Media or delivering Electronic Communications. Refer to **Who Can Engage in Social Media on Behalf of the Club, and How** section below.
- That the identity of anonymous contributors can often be revealed.
- That once delivered, Electronic Communications content can usually never be rescinded or deleted.
- That what you publish reflects both on you and on the Club if you're participating online as a Club representative.
- That you're under no obligation and shouldn't feel pressured to 'friend' or 'follow' or network with Club Stakeholders. If you're uncomfortable with adding a contact — don't add them.
- That everything you communicate must be truthful, accurate and able to be substantiated.
- That's it's okay to be hesitant and to pause and think before you post or hit 'Send.' If you're about to publish something that makes you even the slightest bit uncomfortable, don't shrug it off and click 'Send.' Take a minute to review this Policy and its related Policies and try to figure out what's bothering you. Then fix it. If you're still unsure, you might want to discuss it with your manager. Ultimately, what you publish is yours - as is the responsibility. It's important that you're sure.
- That Social Media sites and Electronic Communication rules are continuously changing and evolving and as such, this Policy may be amended at any time and changes will be communicated as appropriate.

### ***What You Can't Do — Electronic Communications***

Although not an exhaustive list, the following includes examples of prohibited activities:

- ♦ Violating any laws, including those regarding Human Rights, defamation, copyright, or other intellectual property rights, securities, financial disclosure, and privacy rights, among others.
- ♦ Sending interactions or material that violate the **Code of Conduct** policy, or that may be considered offensive to any other person, including, but not limited to, pornographic or sex-related links or content, any inappropriate reference or jokes that include references or insinuations to Protected Grounds.
- ♦ Using abusive or offensive language.
- ♦ Using the Club's trademark or copyrighted logos unless authorized to do so.
- ♦ Making libelous, slanderous, or maliciously false statements. Doing so constitutes fraud or libel and may result in legal prosecution. Information made available to others must be accurate.
- ♦ Attempting to harass others by using Club Technology Tools to deliver obscene, vulgar, threatening, or unnecessarily repetitive information.
- ♦ Posting or sending sensitive, libelous, incendiary, or personal information about Club Stakeholders.
- ♦ Disguising or attempting to disguise your identity.
- ♦ Using another person's account, including email accounts to deliver Electronic Communications.





- ♦ Copying or redistributing Electronic Communications or attachments belonging to another without permission from the originator.
- ♦ Engaging in any fundraising activity, endorsing any products or services, or participating in any political activity, unless formally authorized to do so.
- ♦ Sending chain letters, no matter how inspirational, informative, or alarming they seem to be.
- ♦ Sending credit card details, social insurance numbers, or other sensitive and private information that violates Privacy laws
- ♦ Delivering Electronic Communications that includes solicitation or promotional communication that implies endorsement by the Club when no such endorsement exists.
- ♦ Representing and speaking on behalf of the Club when you're not authorized to do so. Refer to the **External Club Communications** policy and the **Who Can Engage in Social Media on Behalf of the Club, and How** section below.
- ♦ Sending or posting information that includes Confidential Information.
- ♦ Posting or sending video or audio recordings, or photographs of the Club premises, products, customers, visitors, or Staff for any reason, unless you've received prior written authorization to do so.
- ♦ Sending interactions or material that may be considered offensive including, but not limited to, racial or off-colour jokes, pornographic or sex-related links or content, or jokes based on age, national origin, ethnicity, religion, pregnancy, marital status, sexual orientation, disability, or any other legally Protected Grounds under provincial law.

### ***Who Can Engage in Social Media on Behalf of the Club, and How***

Social Media is continually evolving and is changing how Staff communicates. While it creates endless opportunities, Social Media also creates new challenges, new responsibilities, and ultimately the emergence of new rules to address its use.



It's the Club's intention to be very clear about who's permitted to engage in Social Media as a representative of the Club.

Only Staff who have been explicitly authorized, as described below, are permitted to officially represent and speak on behalf of the Club when engaging in Social Media.

- ♦ Member Services manager is the only representative of the club that can currently use the club's social media accounts. In future if a manager of Marketing and Social Media is hired, that person will also have access to the club's social media accounts.



### **Technology Workplace Privacy Expectations**

As outlined in the **Workplace Privacy** policy, the Club's Technology Tools must not be used for personal use. As such, everything we create, store or access using Club Materials, Technology Tools, or Electronic Communications belongs to the Club and may be monitored.





## Consequence of Violation of Policy

Given the potential for serious and irreparable consequences and damages caused by non-adherence to this Policy, violations of this Policy will be taken seriously, and will result in disciplinary measures, up to and including immediate termination of your Engagement with Just Cause.

Consequences relating to some of the prohibited activities included in this Policy may include you and the Club being held liable for damages. If you're found to be responsible because of a violation of this Policy, legal action may be taken against you, and you may be required to repay the Club or others for any losses incurred. For example:

- ♦ If you electronically communicate any illegal, threatening, libelous, defamatory, offensive, racist, or obscene remarks, you may be held liable.
- ♦ If you forward Club Confidential Information or unlawfully divulge private information about Club Stakeholders, you may be held liable.

Additionally, if the violation of this Policy resulted in criminal conduct, the Club will provide the records to the appropriate authorities for possible criminal prosecution.

## Information Technology Security

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### READ IN CONJUNCTION WITH

The following Policy is closely related, and outlines your obligations relating to Technology Tools that you have signed or will sign as part of Staff Policies:

- ♦ **Use of Technology Tools & Electronic Communication**

### POLICY

We expect Everyone to try to stay informed about what we can do to safeguard our information. Information security is Everyone's responsibility.

The following practices represent an integrated approach to information technology security standards for use within the Club. Each practice is dependent upon the maintenance of other practices to ensure integrity of the whole system.

Mandatory guidelines are provided below for the following:

- ♦ Data collection and classification
- ♦ User account and password management
- ♦ Remote access
- ♦ Virus protection
- ♦ Software
- ♦ Back-ups & offsite storage







## Data Collection & Classification

Data collected and stored on the Club computer systems must be used only for the purpose for which it was originally collected.

## User Account & Password Management

Access to the Club computer systems is controlled by usernames and passwords. All users are provided with a user account and password. User accounts are limited to one account per individual. Written authority from the Executive Director is required to open additional accounts.

The combination of a login ID and password is the equivalent of a signature to an automated system. You're responsible for the control and use of your individual login ID and password. Allowing someone else to use your ID and password to access our network is forbidden as it puts our network at risk.

- ♦ Your password must be at least 8 characters in length, must be changed every 90 days, and isn't reusable for at least 12 months.
- ♦ When accessing the system, you have 3 chances to enter your login ID and password correctly. After that, you're automatically shut out of the system for 24 hours unless you reach someone in IT who can reset it for you.

Here are some tips for creating good passwords:

- ♦ Don't associate your password with personal information (for example, PIN numbers, family birthdays, phone numbers, family names, etc.).
- ♦ Make sure your password uses an apparently random combination of upper- and lower-case alphanumeric and special characters.
- ♦ Try creating your password using the first letters of each word in a sentence, making sure you also insert numbers or special characters.

## Permissions

When your login ID was created, you were given permission to access all public folders, servers, and applications on the network. Access to some servers, however, may be restricted to those who need the information in the daily course of their jobs. If you need access to such a server or folder, please contact your manager, who will provide the necessary approvals to IT.

## Timeout Periods

You're expected to set your screen saver and password, so no one can access your computer when you step away from your desk.

## Deletion of Login IDs

There are circumstances under which your login ID will be automatically removed from the system:

- ♦ Your login ID has not been used for 90 days. If you intend to take an extended leave, be aware that this may occur while you're away, unless you make prior arrangements with Member Services
- ♦ You leave the Club.





If there's a reason to suspect your login ID is being used in a manner not in accordance with IT Policies (for example, suspected use by someone other than you, or connected to illicit or illegal activities, etc.), contact Member Services immediately.

## **Virus Protection**

Viruses represent a dangerous threat to our servers and networks. You are expected to ensure that proper anti-virus software has been installed on your computer.

You're expected to help us prevent threats to our Technology Tools by:

- ◆ Using and maintaining anti-virus software on your computer.
- ◆ Scanning files, CDs, and removable storage devices before using them on a computer connected to our network.
- ◆ Not opening emails containing attachments from names you don't recognize.
- ◆ Downloading and installing updates to the anti-virus software when available.
- ◆ Avoiding:
  - Downloading files from the Internet or other external computers.
  - Loading files to our systems from memory sticks and devices we receive from other companies or bring from home.

## **Procedure**

If you suspect or detect a virus on your computer, stop using the computer and report it to Member Services immediately.

## **Software**

Understandably, we must standardize on a few applications that we use and support within the Club.

As a Club, we've chosen to standardize on certain applications that meet our organization needs. Standardizing on a minimal set of applications keeps our costs lower and enables better communication and re-use of information throughout the Club.

Following is a list of the desktop applications we've selected:

- ◆ Office 365
- ◆ PowerUp
- ◆ Team Snap

## **Pirated or Unlicensed Software**

Software piracy is the unauthorized duplication of software and/or the use of the software by more users than for which it's licensed and is against the law.





The Club strongly supports strict adherence to software vendors' license agreements. When the Club computing or networking resources are employed, copying of software in a manner that's not consistent with the vendor's license is strictly forbidden.

Installation of unlicensed software on Club-owned computers isn't permitted. Let's be very clear on what we mean by this:

- ♦ It's our policy to use software in accordance with the software vendor license agreements. This means we don't copy, distribute, or install software on a Club-owned computer unless the license allows it.
- ♦ It's your responsibility to make sure any software on your Club-supplied computer is legal.
- ♦ IT conducts random software audits. Pirated or unlicensed software found during these audits is deleted when discovered.
- ♦ Duplicating or copying Club-owned software is not allowed without specific approval from IT.

## Back-Ups & Offsite Storage

You don't have to worry about backing up any data, if your files are saved on the Club server.

- ♦ All Club data or files must be saved on Club servers. Data and files stored on the hard drive of your desktop, laptop, or portable computer are not backed up. Storing files on your hard drive could very easily result in your permanently losing all files with no method to recover them.

Our Club back-up schedule:

- ♦ Automatic back-ups are run on every data storage server daily.
- ♦ Folders that are more than 2 years old are automatically archived and removed from the data servers unless they're still in active use.
- ♦ In the event of disaster, you can expect full restoration of system data within 24 hours.

## Social Media Policy

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### READ IN CONJUNCTION WITH

The following policies are closely related and are essential to understanding the context throughout this important Policy:

- ♦ **Workplace Privacy**
- ♦ **Code of Conduct**
- ♦ **Off-Duty Conduct**
- ♦ **Confidentiality Agreement**
- ♦ **Use of Technology Tools & Electronic Communications**
- ♦ **Use of Mobile Devices**
- ♦ **External Club Communication**





## OVERVIEW

Social Media is continually evolving and is changing how Staff communicate. While it creates endless opportunities, Social Media also creates new challenges, new responsibilities, and ultimately the emergence of new rules to address its use.

One such challenge is that employees can easily publish critical comments about their employer or former employer or co-workers on the internet. The nature of the comments can cross the boundary into being legally actionable for, as an example, defamation.


As Social Media sites became more prevalent as a forum of social interaction the commentary, they contain stray over into workplace issues. After all, if the internet is now just another venue for “chatting”, then why wouldn’t people want to mention what they like or dislike about their workplace and co-workers?

However, communicating on the internet is fundamentally different than catching up with someone on the telephone or in person during a coffee break because the range of possible readers is unlimited. And often publishers of these comments don’t appreciate that posting damaging comments online has the potential for serious consequences.


The words of the person doing the posting may be preserved indefinitely. A post has the potential and likelihood of being accessed by many, many online users and of being duplicated and forwarded to unlimited potential readers. The critical point is that an internet “conversation” is in no way private. It is in all senses a publication.

## POLICY

You must refrain from posting objectionable comments, photos, caricatures, and other material about the Club, its products or services, or Club Stakeholders online.

 **You are also cautioned not to be lured into the trap of thinking that if the content you post online can be proven to be true, it’s okay to have published it.** There is a variety of legislation which could result in liability for the person(s) posting information about others online even if that information is proven to be true. Statutes such as (for example) privacy acts and Human Rights Code may well be the source of liability even if the posted information is accurate.

## Who Can Engage in Social Media on Behalf of the Club, and How

 It’s the Club’s intention to be very clear about who’s permitted to engage in Social Media as a representative of the Club.

Only Staff who have been explicitly authorized, as described below, are permitted to officially represent and speak on behalf of the Club when engaging in Social Media.

Member Services manager is the only representative of the club that can currently use the club’s social media accounts. In future if a manager of Marketing and Social Media is hired, that person will also have access to the club’s social media accounts.

However, all Staff are always welcome to repost and share any Club Social Media post.







## Impairment-Free Workplace

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### READ IN CONJUNCTION WITH

- ♦ Intoxication at Club Events

### DEFINITION

#### Substance

Illicit drugs or Legal Substances

#### Impairment

Impairment refers to the deterioration of an individual's judgment or a decrease in their physical ability as a result of Substance use. Even small amounts of a Substance can affect your mental and physical abilities. Different Substances act on your brain in different ways, but almost all affect your:

- attention
- judgment
- motor skills
- reaction time
- decision-making skills
- balance and coordination

### POLICY

Everyone – including volunteers and contractors, are expected to report fit for duty for scheduled work and be able to perform assigned duties safely and acceptably without any limitations due to use or after-effects of Substances, or any other substance that may impair judgment or performance.

The presence of illicit drugs, recreational cannabis, or alcohol in the Workplace is not permitted.

Any illicit drug or drug paraphernalia found in the Workplace will be turned over to the appropriate authorities and may result in criminal prosecution.

As with any case of Workplace Misconduct, you'll be subject to disciplinary measures, up to and including termination of your employment with Just Cause for violation of this Policy, depending on the circumstances and severity and frequency of the violation(s).





## Whistle-Blower Policy

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Everyone is expected to comply with the **Code of Conduct** and **Off-Duty Conduct** policies in this Handbook and to report serious violations or suspected violations in accordance with this Policy, prior to seeking resolution outside the Club.

Here's what you need to know:

- ◆ Our Compliance Officer is Vice President or their designate. The Compliance Officer is responsible for investigating and resolving all reported complaints and allegations concerning violations of the **Code of Conduct** Policy, at their discretion.
- ◆ Any Individual who retaliates against someone who has reported a violation in good faith will be subject to disciplinary measures, up to and including immediate termination of your Engagement with Just Cause.
- ◆ Any allegation that proves not to be substantiated, and which proves to have been made maliciously or knowingly to be false will be subject to disciplinary measures, up to and including immediate termination of your Engagement with Just Cause.
- ◆ Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.
- ◆ Anonymous complaints won't be dealt with under this Policy.

## PROCEDURE

When observing a serious violation of the **Code of Conduct** policy, proceed as follows:

- ◆ Share or report your concerns, suggestions, or complaints with the Compliance Officer.
- ◆ The Compliance Officer will:
  - Investigate and resolve all reported violations of the Code of Conduct Policy, at their discretion.
  - Provide advice to the President & CEO and/or the audit committee.
- ◆ In the event of any concerns or complaints regarding corporate accounting practices, internal controls, or auditing, the Compliance Officer shall immediately notify the board audit committee of any such complaint and work with the committee until the matter is resolved.
- ◆ The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within 10 business days. All reports will be promptly investigated, and appropriate disciplinary action will be taken if warranted by the investigation.

## Conflict of Interest

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You may, from time to time, pursue personal and private organization interests and ventures, and may participate in other forms of decision-making organizations/bodies.





It's your responsibility to clarify such outside activities and provide a full written disclosure to Executive Director so that an assessment can be made and any potential conflict of interest, real or perceived, may be prevented.

We trust your judgment, but if you're unsure of a situation that may place you in a conflict of interest, please refer to the list below or discuss the situation with Executive Director.

The following situations require full written disclosure to and approval by Executive Director:

- ♦ You, your spouse, or a member of your immediate family is engaged in, or plans to be engaged in, a organization that is similar in nature to the Club, competes with the Club, services Club clients, or is in some way hostile or averse to the Club.
- ♦ You, or any member of your immediate family, directly or indirectly, borrows from, lends to, invests in, or engages in any substantial financial transaction with a client, potential client, major supplier, or competitor of the Club. Members of immediate family include spouse, children, and any other relative sharing your household. Professionally managed mutual funds are exempt from this clause, provided the fund manager isn't a member of your immediate family.
- ♦ You're engaged in outside work that will interfere with your employment and job responsibilities. You're expected to ensure that your Club work commitments, including overtime requirements, take precedence over any other job or position you may hold.
- ♦ You perform outside work during regular Club working hours and make use of the Club Materials or Staff to conduct this outside activity.
- ♦ You accept a retainer, commission, consulting fee, or any other fee arrangement or remuneration from a competitor.
- ♦ You receive gifts from a Club supplier or competitor.
- ♦ Your work requires use or disclosure of Club proprietary information or clients.
- ♦ Your relationship with a co-worker, where a reporting relationship exists, has progressed beyond a platonic relationship.

You're not permitted to receive, give, pay, promise, or offer gifts or anything of value to or from Club Stakeholders for the purpose of securing or appearing to secure preferential treatment.

## **Gifts & Gratuities**

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Everyone in the Club should have the chance to enjoy perks.

If the individual providing a gift represents an **external** organization relationship built on Club time and paid for by the Club, or the Club paid for an event where gifts are received, these gifts belong to the Club and all Staff.

This Policy also helps to prevent real or perceived conflicts of interest.





## Receiving Gifts

While the receipt of an occasional lunch or coffee may be acceptable, all other gifts from **external** sources must be turned in to Executive Director, which will secure these gifts for a Club function — such as the holiday year-end party, or charitable donations. Gifts include but are not limited to holiday gifts, tickets to sporting events, gifts-with-purchase, bottles of wine, etc.

## Conflict of Interest

You're not permitted to receive, give, pay, promise, or offer gifts or anything of value to or from Club Stakeholders for the **purpose of securing or appearing to secure preferential treatment**. Accepting modest tokens of appreciation (e.g., gift cards, chocolates, etc. - of approximately \$25 in value) from members/teams when involved in team roles is acceptable.

## Solicitation on Club Premises

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We don't ever really know someone else's financial situation or beliefs, and solicitation or distribution of literature can be uncomfortable for some of us. Therefore, solicitation or distribution of literature of any kind in the Workplace isn't permitted.

## Non-Club Individuals or Outside Vendors

Non-Club individuals are not allowed at any time to enter Club premises for the purpose of any form of solicitation or literature distribution. Third parties or strangers are forbidden from soliciting, selling, or handing out materials for political, charitable, or similar activities. The only exceptions to this prohibition are community benefit projects that are specifically authorized by the Club, and approved organization-related vendor or Club events.

## Staff

Staff are not permitted to distribute literature or other materials or to solicit for any cause in the Workplace.

## Intoxication at Club Events

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### READ IN CONJUNCTION WITH

#### ♦ Impairment- Free Workplace

Many of us may believe that a Club party or social event is merely an opportunity to have fun and relax, and no different than a gathering with friends and family. However, a Club party or social event is essentially a casual organization event. Being Intoxicated is inexcusable and dangerous for your physical well-being and the well-being of others — particularly when driving.







Intoxication can also result in embarrassing and inappropriate situations with event attendees. Consider up front that your behaviour will likely be observed by everyone — your direct reports, peers, Senior Management, Board, volunteers — and their spouses.

Take responsibility for your own consumption of Legal Substances and moderate your intake. Avoid the potential for unsafe outcomes and a depreciation of your reputation that can stem from Intoxication and inappropriate behaviour at Club events.

## **Terms of Understanding**

Staff and when applicable, their guests, are invited to Club events where Legal Substances are served or are permitted on the condition that you will:

- ◆ Take responsibility for your own consumption of Legal Substances and that of your guest.
- ◆ Moderate your intake of Legal Substances.
- ◆ Co-operate with the Club's efforts to ensure your safety.
- ◆ Not return to work while under the influence of a Legal Substance after a Club event.
- ◆ Assist the Club to apply this Policy to other Staff and guests.
- ◆ Not operate a vehicle after a Club event while you're impaired.

## **Use of Mobile Devices**

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### **READ IN CONJUNCTION WITH**

- ◆ **Use of Technology Tools & Electronic Communication**

### **Using Mobile Devices**

The following applies to both Club-supplied and personal Mobile Devices:

- ◆ Turn Mobile Devices off during meetings, or at least turn the ringer on low or vibrate. If you must use your Mobile Device during a meeting, excuse yourself from the meeting and step outside so that others are not disturbed.
- ◆ If you're expecting an urgent phone call, text or email that must be answered while in a meeting, advise meeting participants in advance.
- ◆ If you leave your Mobile Device on while you're at your desk or in the office, keep the ringer on low so that others are not interrupted when it rings.
- ◆ Ensure that your ring tone selection isn't offensive or disturbing to others. Offensive language, obscenities, jarring phrases, or loud music isn't acceptable.





## Using Cameras, Web Cams, & Recording Devices

The use of Mobile Devices with additional camera, video or audio recording functionality has resulted in legal and operational concerns for many organizations. Issues such as invasion of privacy, Harassment, spying, and loss of productivity associated with these devices have prompted the Club to prohibit their use at work.

As such, cameras or recording devices are not allowed in washrooms, Changerooms, shower areas, or other such confidential areas.

You're also prohibited from video or audio recording or taking photographs of Club Stakeholders in the Workplace for any reason unless you have received prior authorization to do so.

For the purposes of this Policy, "web cams, cameras and recording devices" include any device with the capability to capture photographic, video or audio recordings, regardless of whether or not this function on the device is selected or used.

## External Club Communications

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### READ IN CONJUNCTION WITH

This Policy doesn't include guidelines relating to Electronic Communication such as email or Social Media; these are described in detail in the **Use of Technology Tools & Electronic Communication** policy.

### POLICY

There may be situations when you're approached to publish, interview, discuss, or present on behalf of the Club. These types of opportunities for Staff are highly encouraged.

However, the impact external communications may have on the Club's brand, minimizing the risks associated with potential disclosure of Confidential Information, and the legal risks associated with shareholders must be considered.

Before you engage in any external communication, you must obtain written or electronic approval through the Executive Director.





## Acknowledgement & Agreement –Handbook

For the purposes of this Agreement, the following definitions apply.

<b>Agreement</b> means:	This Handbook Agreement dated:
the <b>Club</b> means:	Coquitlam Metro-Ford Soccer Club
the <b>Handbook</b> means:	The current version of the Club's The Way Things Work @ CMFSC dated June 1, 2021
<b>Policies</b> means:	The policies and topics set out in the Handbook
<b>Engagement</b> means:	An employment or other contractual relationship with the Club, including as an independent contractor
<b>Engagement Agreement</b> means:	The signed Agreement that outlines the terms and conditions of your Engagement
<b>Consideration</b> means:	\$10.00

I, INSERT: Staff Member name, acknowledge that:

1. I have received from the Club my copy of the Handbook.
2. I have read and understand the policies, and I agree that my Engagement will be governed by Handbook.
3. The Club may, from time to time, amend, alter, or delete policies included in Handbook to meet its organization needs or adhere to changing legislation, and I agree that upon receiving notice of such policies, my Engagement with the Club will be governed by such revised policies.
4. I am aware that if I do not understand any of the information included in Staff Policies, I can discuss any questions I may have with Executive Director prior to signing and returning this Agreement.
5. I understand that failure to adhere to Handbook may result in disciplinary measures, up to and including immediate termination of my Engagement with just cause.
6. I understand that the policies and subject matters included in Handbook supersede all and any previous policies or subject matters referred to in Handbook and supersede any and all previous understandings (whether written or oral) made between me and the Club or any of its representatives.
7. I understand that it is the Club's intention to be compliant with the law throughout the Handbook and if something in the Handbook conflicts with federal or provincial laws, those laws will govern.





8. The contents, terms, and effects of the Handbook have been explained to me by legal counsel, or I have waived my right to seek independent legal advice but fully understand and accept the contents, terms, and effects of the Handbook; that I sign this Agreement as a free act.
9. I understand and agree that I am receiving Consideration in exchange for this signed Agreement and that the benefit of the Consideration exceeds what I would be entitled to receive in the absence of this Agreement.
10. This Agreement may be signed in as many counterparts as may be necessary, or by facsimile, scanner, email, or other electronic means that can produce a printed copy, or by the Club or my reply email, each of which when so executed will be deemed to be an original, and such counterparts, facsimiles, scanned document, email or other electronic copies and acceptance of this Agreement will together constitute one and the same Agreement. I acknowledge and agree that in any legal proceedings between myself and the Club respecting or in any way relating to this Agreement, I waive the right to raise any defense based on the execution hereof in counterparts or the delivery of such executed counterparts by electronic means.

Staff Member:

Signature

Date





## FORMAL TERMS & DEFINITIONS

Whenever the formal words listed below appear in this document, they have the meaning specified below - unless a contrary intention is noted, or such meaning is inconsistent with the context.

An *italicized word* means that its definition is also defined in this section.

### Discrimination

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Discrimination is defined as any form of unequal treatment based on *Protected Grounds*, that results in disadvantage, whether imposing extra burdens or denying benefits. It may be intentional or unintentional. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices or procedures that appear neutral, but have the effect of disadvantaging certain groups of people. Discrimination can be obvious, or it may occur in very subtle ways. Discrimination needs only to be one factor among many factors in a decision or action for a finding of discrimination to be made.

### Harassment & Workplace Harassment

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#### Remember!

- ♦ Even if someone does not clearly object to harassing behaviour, or if they appear to go along with it, do not assume they have agreed to this behaviour. It could still be considered Harassment.
- ♦ Always err on the side of caution. What one person finds offensive, another may not. It's the **perception** of the receiver of any gesture or verbal message that may be deemed objectionable or unwelcome that determines whether something is acceptable or not.
- ♦ While harassment is not specifically defined or mentioned in the BC Human Rights Code, it is implied that harassment based on *Protected Grounds*, including sexual harassment, is prohibited.

#### *Bullying and Harassment as defined by WorkSafeBC Policies*

- ♦ Includes any inappropriate conduct or comment by a person towards a worker that the person knew, or reasonably ought to have known, would cause that worker to be humiliated or intimidated, but
- ♦ Excludes any reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment.

#### Examples of Harassment could include:

- ♦ Epithets, remarks, jokes or innuendos related to *Protected Grounds*
- ♦ Showing or circulating offensive pictures, graffiti or materials related *Protected Grounds*, whether in print form or using e-mail or other electronic means
- ♦ Singling someone out for humiliating or demeaning "teasing" or jokes because of *Protected Grounds*





- ♦ Comments or ridiculing because of characteristics, dress, etc. that are related to *Protected Grounds*

**Forms of sexual and gender-based harassment could include:**

- ♦ Making an individual dress in a sexualized or gender-specific way
- ♦ Gender-related comments about a person's physical characteristics or mannerisms
- ♦ Suggestive or offensive remarks or innuendoes about members of a specific gender
- ♦ Gender-related verbal abuse, threats or taunting
- ♦ Making suggestive or offensive comments or hints about members of a specific gender
- ♦ Paternalistic comment or conduct based on gender, which undermines a person's self-respect or position of responsibility
- ♦ Making unnecessary physical contact, including unwanted touching, etc.
- ♦ Making comments or treating someone badly because they don't conform with sex-role stereotypes
- ♦ Making threats to penalize or otherwise punish
- ♦ Propositions of physical intimacy
- ♦ Demanding hugs
- ♦ Invading personal space
- ♦ Leering or inappropriate staring
- ♦ Using sexual or gender-related comment or conduct to bully someone
- ♦ Using sex-specific derogatory names
- ♦ Bragging about sexual prowess
- ♦ Questions or discussions about sexual activities
- ♦ Offensive jokes or comments of a sexual nature about a Staff Member or client
- ♦ Display of sexually offensive pictures, graffiti or other materials, including through electronic means
- ♦ Showing or sending pornography, sexual pictures or cartoons, sexually explicit graffiti, or other sexual images (including on-line)
- ♦ Demands for dates or sexual favours
- ♦ Sexual jokes, including passing around written sexual jokes (for example, by email)
- ♦ Spreading sexual rumours (including on-line)

***Workplace Bullying and Psychological Harassment***

- ♦ Workplace bullying and psychological harassment is defined as unwanted conduct, comments, actions or gestures that affect an individual's dignity, psychological or physical health and well-being. Bullying and psychological harassment may result from the actions of one individual towards another, or from the behaviour of a group.





- ♦ Bullying and psychological harassment are often characterized through insulting, hurtful, hostile, vindictive, cruel or malicious behaviours which undermine, disrupt or negatively impact another's ability to do their job and result in a harmful work environment for *Staff*.
- ♦ Bullying and psychological harassment can take many forms and may occur when the behaviour or conduct:
  - Would reasonably tend to cause offense, discomfort, humiliation or embarrassment to another person or group
  - Has the purpose or effect of interfering with a person's work performance
  - Creates an intimidating, threatening, hostile or offensive work environment

### Examples

Although there can be no exhaustive list, examples of behaviour and impact that may signify bullying or psychological harassment include, but are not limited to:

- ♦ Insulting or derogatory remarks, gestures or actions
- ♦ Rude, vulgar language or gestures
- ♦ Malicious rumours, gossip or negative innuendo
- ♦ Verbal aggression and/or verbal abuse
- ♦ Shouting or yelling
- ♦ Swearing or name-calling
- ♦ Glaring or staring
- ♦ Outbursts or displays of anger directed at others
- ♦ Targeting an individual through persistent, unwarranted criticism
- ♦ Public ridicule
- ♦ Verbal, written or physical threats and intimidation
- ♦ Mobbing and/or swarming
- ♦ Misuse of power or authority
- ♦ Isolation and/or exclusion from work-related activities

### What Workplace Harassment Isn't

A reasonable action taken by the Club or a *manager* relating to the management and direction of *Staff* or the *Workplace* is not considered Workplace Harassment. Counseling, performance reviews, work assignments, and the implementation of disciplinary actions are not forms of Workplace Harassment, and don't restrict a manager's responsibilities in these areas.





## Misconduct

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Any improper conduct that involves illegal, fraudulent, dishonest, unethical, or hurtful behaviour, or serious negligence in the performance of your duties.

The following are examples that supplement the policy violation examples outlined in Staff Policies, and is by no means an exhaustive list:

- ◆ Breaking the law
- ◆ Theft or fraud
- ◆ Improper or prohibited use of Club *Technology Tools* or *Electronic Communication* tools
- ◆ *Discrimination*
- ◆ *Harassment* and *Workplace Harassment* including bullying
- ◆ Punishing or retaliating against an individual for bringing forward, providing information related to, or otherwise taking part in a legitimate complaint
- ◆ *Workplace Violence* including intimidation
- ◆ *Off-Duty Misconduct*
- ◆ Disclosing *Confidential Information*
- ◆ Disclosing or using a *Club Stakeholder's* private information for personal gain or to be hurtful
- ◆ Falsifying Club records
- ◆ Working less than a *Standard Work Week*, not including planned or reasonable absences
- ◆ Falsifying or failure to record absences
- ◆ Falsifying personal information
- ◆ Insubordination or failure to carry out reasonable work-related instructions
- ◆ *Job Abandonment*

## Off-Duty Misconduct

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Any conduct, *Misconduct*, or violation of Staff Policies that occurs when you're off-duty that negatively impacts the Club, its products and services, or *Club Stakeholders*, including, without limitation, the following:

- ◆ Defined as *Harassment & Workplace Harassment*, *Discrimination*, *Workplace Violence*, or bullying against any Club Stakeholder
- ◆ Materially and adversely affecting your job performance or the job performance of co-workers, or results in co-workers refusing to work with you
- ◆ Materially and adversely affects your professional designation or standing as a member of a professional association







- ♦ Divulging *Confidential Information* to any person or entity that is not authorized to receive that information
- ♦ Making libelous, slanderous or maliciously false statements towards or concerning the Club, its services and products, or *Club Stakeholders*

## Protected Grounds

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The BC Human Rights Code prohibits actions that discriminate against people based on any of the following protected grounds:

- ♦ Race
- ♦ Colour
- ♦ Ancestry
- ♦ Place of origin
- ♦ Political belief
- ♦ Religion
- ♦ Marital status
- ♦ Family status
- ♦ Physical or mental disability
- ♦ Sex
- ♦ Sexual orientation
- ♦ Gender identity or expression
- ♦ Age

## Workplace

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A workplace is not necessarily a building or structure. It's defined as any location where you're engaged in providing services for or on behalf of the Club, which includes, without limitation, the following:

- ♦ While on Club premises, working remotely, or working from a home office
- ♦ While on Club organization
- ♦ While being remunerated by the Club
- ♦ While using *Club Materials*, Club resources, equipment, *Technology Tools* or *Electronic Communication* tools





- ♦ While identifying yourself as a representative of the Club, for example, when communicating or posting online, while at a conference or an external meeting, when driving on behalf of the Club, or during organization travel on behalf of the Club

## Workplace Violence

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- ♦ WorkSafeBC Occupational Health and Safety Regulation defines workplace violence as “the attempted or actual exercise by a person, other than a worker, of any physical force so as to cause injury to a worker and includes any threatening statement or behaviour which gives a worker reasonable cause to believe that he or she is at risk of injury.”

### Examples include but aren’t limited to:

- ♦ Beatings, stabbings, suicides, shootings, rapes and any physical contact with intent to harm.
- ♦ Any physical contact that causes or could cause physical injury.
- ♦ Acts causing psychological trauma such as threats, obscene phone calls, mental cruelty and intimidation and threatening hand gestures or body language.
- ♦ Behaviour which gives a person reason to believe that they or any other person is at risk of injury.
- ♦ Verbal, written, or telephone threats, including:
  - **Direct:** Direct threats to the victim from the perpetrator, e.g. "I'll hurt you."
  - **Conditional:** Threats of violence to the victim by the perpetrator, if the victim does or doesn't do something, e.g., "If you blow the whistle, I know where you live."
  - **Veiled:** Non-specific threats from the perpetrator, e.g., "I hope you don't get hurt."

Violence can come from a number of possible sources including *Club Stakeholders*, domestic partners, or strangers.

### Domestic Violence

An individual who has a relationship with a *Staff Member* (Example: a spouse or former spouse, current or former intimate partner or a family member) who may physically harm, or attempt or threaten to physically harm, that *Staff Member* at work. In these situations, domestic violence is considered Workplace Violence.

## Work Product

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Any Club ideas, suggestions, developments, reports, documents, concepts, products, inventions, improvements, designs, devices, technology, programs, processes, methodologies, assemblies of information or data, productions made, perfected, conceived or participated in by you, any Club marketing schemes, organization, joint venture or marketing contracts, or any organization opportunities prepared, produced, developed, or acquired at your direction or by you, whether or not conceived or made in the *Workplace*, or during a *Standard Work Week*, and whether or not you are specifically instructed to make or develop the same.

