Employee, Volunteer and Student Orientation and Human Resources Policy and Procedure Manual

February 2006
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Section 1 - Introduction

Background

To new employees and volunteers of Volunteer Calgary:

CONGRATULATIONS AND WELCOME! We hope that your time with Volunteer Calgary will be both rewarding and full of opportunities to learn, grow and contribute. We hope that the Employee Orientation Manual will help you become familiar with Volunteer Calgary’s Vision, Mission, and many programs and services. The Human Resources Policies and Procedures are designed to help you to succeed in the organization by outlining expectations for your work and providing guidance for any human resources issues you may have while at Volunteer Calgary. We wish you the very best as you begin your new role at Volunteer Calgary!

To existing employees and volunteers:

THANK YOU! You have helped shape what Volunteer Calgary is and have contributed to its amazing success and growth. As Volunteer Calgary evolves, it is very helpful for you to keep current with what is happening in Volunteer Calgary, both from a Mission and Vision perspective, as well as keeping up with all the new programs and services that may have begun since you started at Volunteer Calgary. Similar to new employees and volunteers of Volunteer Calgary, the Human Resources Policies and Procedures are designed to help you to continue to succeed in the organization by outlining expectations for your work and providing guidance for any human resources issues you may have. We wish your continued success at Volunteer Calgary!

The following Volunteer Calgary Human Resources Policy and Procedure Manual consist of all of Volunteer Calgary’s Human Resources Policies that have been revised or created as of February 2006. The policies in this binder replace any past policies.
The goal of the Human Resources Policy and Procedure Manual is to support the consistent and professional support of the most vital part of our organization, our staff, volunteers, and practicum students. Through the support of our human resources, we are best able to provide leading edge, effective, efficient, and caring services to the clients we are dedicated to serve.

Acknowledgements

Volunteer Calgary would like to acknowledge the support of its many community Partners in the development of this Human Resources Policy and Procedure Manual. This Manual has been developed through the support of the following:

YMCA of Calgary
United Way of Calgary and Area

Companion Documents

For further information, the following documents related to the content of the Volunteer Calgary Human Resources Policy and Procedure Manual are available for review:

Board of Directors Policy and Procedure Manual
Hiring Package
Performance Evaluation Package
Group Benefit Plan Package
Volunteer Policy and Procedure Manuals
Strategic Plan
Province of Alberta Employment Standards Code
Section 2 - Employee Orientation

Volunteer Calgary History

Louise Dean, one of the founding directors, in a historical account of the organization describes the early intent of Volunteer Calgary in the following way:

“The basic concept of the Calgary Volunteer Bureau included recruitment, training and placement of volunteers, but a broader base was to create citizen participation in community development”.

Volunteer Calgary Website:

www.volunteercalgary.ab.ca
### Volunteer Calgary Historical Timeline

<table>
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<tr>
<th>Year</th>
<th>Event</th>
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<tr>
<td>1955</td>
<td>Central Volunteer Bureau established by the Junior League of Calgary. Its mandate was to strengthen and expand existing health and welfare programs within the community, through the encouragement of individuals to participate as volunteers. Ten member organizations and 260 volunteers were registered with the organization at the time. Needs and Deeds column (media ads) began with the cooperation of the Calgary Herald. Located at Embassy Building (111 – 8 Avenue SE) Dorothy Doyle, M.S.W. was hired as full-time director in September.</td>
</tr>
<tr>
<td>1956</td>
<td>From interest shown in the Friendly Visitor’s program, and in cooperation with the Public Library, the Calgary Library Services for Shut-ins was inaugurated. Three direct-service programs in operation – Clerical Workshop, Date Clearing Calendar, Speaker’s Bureau. Formal application was made for membership with the Community Chest program (United Way).</td>
</tr>
<tr>
<td>1957</td>
<td>Volunteer Vogue news sheet began. Volunteer Bureau was accepted by the Community Chest to receive funds in 1959. Moved to Webster Building (7th Avenue and 2nd Street SW).</td>
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<tr>
<td>1959</td>
<td>Louise Dean took over the Executive Director position following Mrs. Doyle’s resignation. First Volunteer Recognition Day was sponsored (coffee party).</td>
</tr>
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Volunteer Calgary Historical Timelines (continued)

Workshop and training programs were developed for volunteers.

1960 - Amalgamated with the Calgary Council of Community Services (later called the Social Planning Council). The name was changed to Volunteer Bureau to become the Volunteer Bureau Department of the Calgary Council of Community Services. Moved into share offices with the Council of Community Services.

Mary Blakeslee, B.S.W. (then Mary Peters) appointed Executive Director, and Mrs. Dean became her assistant.

1965 - New programs include Volunteer of the Week and Interpreter’s Service.

TV program produced – “Target”, which ran weekly from October – April.

1968 - Began Geriatric visiting program.

Mainly recruited volunteers for agencies without volunteer coordinators.


Dr. Johnson, Administrator of Calgary General Hospital, approached the Bureau to work with their Social Service Department and Volunteer Department to initiate a post-discharge follow-up program of psychiatric and geriatric patients.

Patricia Allen, M.S.W. succeeded Mrs. Blakeslee as Executive Director of the Volunteer Bureau.

1970 - Establish Pink Pelican, Senior Citizen Central Council and the Volunteer Co-ordinators Association (ADVR).
Volunteer Calgary Historical Timelines (continued)

1971 - Separated from the Social Planning Council (previously the Calgary Council of Community Services), but retain the name of Volunteer Bureau.

The Volunteer Bureau of Calgary was incorporated under the Societies Act.

Staff consists of two full-time and three part-time employees.

1972 - Assembled a comprehensive library on voluntarism.

1973 - Sponsored two province-wide workshops for volunteers and staff.

Located at Kirby Centre.

1974 - Volunteer Bureau of Calgary, located at 1129 – 17 Avenue SW

Established Volunteer Recognition Week.

Promotion of Voluntarism – news bulletin, Volunteer Bill of Rights.

1975 - The Volunteer Bureau of Calgary was renamed Volunteer Centre of Calgary.

Conference event – Government/Volunteer in dialogue.

Ascertain current legal status/insurance coverage and compensation for volunteers.

1976 - Published a major research paper on the legal status of volunteers.

1977 - To meet identified needs in a changing society, the Volunteer Centre’s Board set a new mandate:

Providing workshops, agency consultation, youth programs, agency visitations, interviewing/placement of volunteers, Needs & Deeds, community resource and research.

1978 - Celebrated 25 years of service.
Volunteer Calgary Historical Timelines (continued)

New trends: development of new approach to recruit youth volunteers, need for more agency visits, approached Shell to involve employees in the community.

Publication of monthly newsletter began.

1979 - Certificate program in Volunteer Management planned with the University of Calgary.

1980 - Instituted registration and membership fees.

1980 - Officially commenced the new Support Services for Volunteers in Transition program.

1981 - Funding requested for full-time volunteer coordinator.

1981 - First Lamplighter Awards (media volunteer articles) occurred April 22.

122 member agencies registered.

1983 - Initiated new program which matches volunteer with elderly dependent adults (Community Guardianship Program) funded by the Office of the Public Guardian.

Undertook the Letter Carriers’ Alert program.

1984 - Valerie Slater takes over Executive Director position.

Set up a computerized volunteer-matching program (Skillsbank).

Established the Louise Dean Award to recognize outstanding contributions to the volunteer community by an individual or group.

163 member agencies registered.

1985 - 30th Anniversary.
Volunteer Calgary Historical Timelines (continued)

Funding received from the United Way for a part-time coordinator for the University Campus Branch.

Board Registry brought online.

Initiated the formation of a task group to review salaries in social service agencies and urged United Way to become the administrator of an employee benefits plan for member agencies.

Formed a training committee.

Began publication of the Volunteer Youth Guidebook.

1986 - Recruitment project established targeting the private sector, youth and seniors.

First fundraising casino.

Moved to #201, 110 – 11th Avenue SE.

1988 - Martha Parker appointed Executive Director.

Louise Dean Scholarship initiated at U of C.

Fully Alive program became part of the Volunteer Centre.

BoardWALK, a board development program, was established.

1989 - 243 member agencies registered.

1990 - 35th Anniversary celebrated.

Opened Southern Alberta’s largest Volunteer Resource Library with a $50,000 grant from the Wild Rose Foundation.

Partnered with nine Calgary corporations to initiate a steering committee on corporate volunteerism.
Volunteer Calgary Historical Timelines (continued)

1991 - Project Kaleidoscope assessed internal and external levels of volunteerism and barriers to mainstream volunteering in seven diverse communities.

Calgary Corporate Workplace Volunteer Council (CWVC) was founded to promote volunteerism.

The Volunteer Centre and the Volunteer Centres at Mount Royal College and the University of Calgary entered into a campus program partnership which led to a nationwide model. Campus programs become sustainable as independent bodies.

“V” man was integrated into the Volunteer Centre logo and communication materials.

First Provincial Volunteer-A-Thon was held in conjunction with CBC Television and the Volunteer Centre of Edmonton.

1992 - The Introduction to Volunteer Management course (IVM), a co-venture between the Volunteer Centre of Winnipeg, CWVC and the Volunteer Centre of Calgary, was introduced to help develop the quality of volunteer management for nonprofit agencies.

1992 The Management Assistance Program (MAP) was initiated in partnership with United Way, as a new consulting service for nonprofit staff and boards in the areas of planning, financial management and organizational change.

Launched Volunteers in Profile (VIP) with CFCN to provide agencies with an opportunity to recognize their outstanding volunteers and to publicly profile their agency goals.
Volunteer Calgary Historical Timelines (continued)

1993 - BoardWALK and MAP integrated to form Training and Consultation Services – Nonprofit Management, a continuum of leadership and management services.

Partnered with the Independent Living Resource Centre and initiated a Volunteer Support Program for person with disabilities.

The Volunteer Youth in Action Program initiated in partnership with the University of Calgary Students’ Union to promote volunteerism to junior and senior high school students.

Moved offices to 940 - 6th Avenue S.W.

1994 - VIP Matching program application installed to assist in matching volunteers with community volunteer opportunities.

United Way terminated funding to the Management Assistance and Board Development program.

1995 - An international partnership with the National Retiree Volunteer Coalition (NRVC) brought the best expertise available in corporate retiree volunteerism to Canada.

Voice mail and new phone system were introduced.

1996 - The Volunteer Centre of Calgary Endowment Fund was established.

The Board of Directors moved from a Management Model to a Governance Model.

New mission statement was adopted: to build a community that provides leadership in volunteerism.

The Volunteer Centre was honoured with an international Organization Service Award from the Association for Volunteer Administration.
Volunteer Calgary Historical Timelines (continued)

The Calgary Workplace Volunteer Council was honoured with a New Spirit of Community Award from IMAGINE, a national award for the Canadian Centre for Philanthropy.

The Leaders of Tomorrow Awards were rolled out to 20 communities across Alberta.

Families Volunteering Together initiative was developed with support from Chevron Canada Resources.

Technology grant from the Wild Rose Foundation received to improve internal systems and to connect to the internet.

Offices moved to 900, 640 - 8th Avenue S.W.

1997 - The Volunteer Centre and CWVC launched the Paint The Town initiative where approximately 250 employee volunteers assist seniors by painting the exteriors of their homes.

Rights acquired to deliver the National Retiree Volunteer Coalition in Canada.

1998 - The Volunteer Centre changes its name to Volunteer Calgary.

VICTA database installed making access to volunteer opportunities easier for Calgarians.

1998 - Web site became operational.

Families Volunteering Together was officially launched.

In partnership with Volunteer Canada, the Generation V Program was initiated to build capacity for youth volunteer opportunities in the community.

1999 - Leadership Calgary initiative launched with the collaboration of several private, public and nonprofit organizations. It was designed to identify and motivate emergent leaders.
Volunteer Calgary Historical Timelines (continued)

Grant received from the Muttart Foundation for an Educational Coordinator and a part-time librarian.

353 member agencies registered.

2000 - Searchable online database launched with over 1,000 volunteer opportunities. 23,422 hits received in December alone.

Mission statement evolved to: Building community through leadership in volunteerism.

2001 - An extensive strategic planning process identifying four goals was completed. Goals include:

- To ensure our members and the community have an increased awareness and capacity to create and contribute to a strong civil society.
- To ensure we are an agent for change to strengthen the voluntary sector.
- To continue to be a healthy, innovative organization.
- To ensure our partnerships and relationships are strategic and effective.

Volunteer Calgary has 380-plus registered member organizations and connects 37,330 individuals to volunteer opportunities annually through a variety of referral tools, including a new focus on technology.

A new logo was developed – moving from one ‘V’ person to eight ‘V’ people joined together to form the image of a daisy (the international symbol of volunteerism).
Volunteer Calgary Historical Timelines (continued)

Volunteer Calgary’s library users doubled. More than 3,000 items available.

2002 - BoardBank was developed and brought online allowing member organizations to list board positions and prospective board members to search for positions that match their interests.

2003 - Alberta eBusiness Leadership Award in the not-for-profit category received for effective utilization of technology

The Calgary Chamber of Voluntary Organizations (CCVO) was officially formed after 7 years of planning chaired by Volunteer Calgary. As a “chamber of charities” CCVO will support the sector by focusing on the public policy issues that affect it, through research, promoting understanding of the sector and working collaboratively to address common concerns.

New Human Resource systems implemented.

Offices move to The Kahanoff Centre; 11th floor and the library on the 2nd floor (1202 Centre Street SE).

New partnerships formed with Mount Royal College, Association of Directors of Volunteer Resources (ADVR), Developmental Disabilities Resource Centre of Calgary (DDRC) and the Centre for Non Profit Management.

2004 - Martha Parker retires in September after 16 years as Executive Director.

Mario Siciliano is appointed President & CEO.

2005 - Volunteer Calgary celebrated its 50th Anniversary.

Dual naming of Centre Street South as Volunteer Way.

Created a three year strategic plan and revised the mission.
Volunteer Calgary – Vision Statement

Volunteer Calgary recognizes its vision to be:
Calgarians take responsibility for creating a healthy and caring community through civic participation.

Volunteer Calgary – Mission Statement

Engaging more people, more effectively, to volunteer in the community.
In 2005 a visioning session, a focus group and other meetings were held to chart the future direction for Volunteer Calgary. In addition to the vision statement, four strategic directions were developed and approved by the Board.

Volunteer Calgary’s mission rests on four pillars of activity which form the basis for Foundations for Civic Participation: Volunteer Calgary Strategic Plan (2005)

Volunteer Calgary’s Strategic Directions include:

- **Promoting the value of volunteering**
  Volunteer Calgary will increase its work with niche volunteers to encourage volunteering among a broader spectrum of citizens. Niche volunteers include families, youth, recent immigrants, seniors, First nations, employee volunteers, faith organizations, sports organizations, and volunteers who are highly skilled.

- **Connecting people with opportunities to volunteer**
  Volunteer Calgary will explore the expansion to communities bordering Calgary. Many residents of neighboring communities work in Calgary and have strong connections to the city.

  Volunteer Calgary will also explore the use of technology to enhance our online searchable database, including streamlining the process of matching prospective board members to nonprofits.

- **Strengthening the ability of groups and individuals to support volunteers**
  Volunteer Calgary will investigate and implement the expansion of training and services to individuals and groups both within the city and its surrounding areas. We will also explore the development of a community-based model to support volunteers at the neighborhood level. Volunteer Calgary will create and implement a strategy to increase Volunteer Calgary’s membership to allow more nonprofits to access our services.

- **Providing leadership on issues related to volunteerism**
Strategic Plan (continued)

Volunteer Calgary will conduct research to build expertise and expand our knowledge of what motivates people to volunteer, and what will encourage new volunteers to get involved from niche groups. Information gathered will be used to inform our own communications strategies as well as Volunteer Calgary memberships.

We will continue to work with our partners to collaborate on issues of mutual interests. We will seek out new partnerships that are mutual beneficial, and will strengthen existing partnerships.

Volunteer Calgary will share its expertise by growing the library, participating in community exchanges, and exploring opportunities for leadership development.

The Strategic Plan was completed in September 2005.
Volunteer Calgary Program and Services Overview

**BoardMatch Fundamentals**
The BoardMatch Fundamentals matches individuals looking for board positions with nonprofits organizations looking for board members.

**Community Outreach**
Community outreach involves grass roots, community based delivery of all Volunteer Calgary services. These services include: promoting the value of volunteerism, connecting people with opportunities to volunteer, strengthening the ability of groups and individuals to support volunteers and providing leadership on issues related to volunteerism.

**Calgary Workplace Volunteer Council (CWVC)**
CWVC is a membership-based program that supports Calgary businesses in designing, implementing and assessing effective employee volunteer programs. Annual memberships are sold in both Associate and Full levels to Calgary businesses which provide them access to quarterly CWVC meetings which give opportunities to network, learn best practices in volunteer management, and share their own challenges and successes with each other. Members may also access consultation time as part of their membership to provide individual focus on their employee volunteer program and are given first right of refusal to participate in Paint the Town.

**Leadership Awards**
The Leadership Awards are an annual event recognizing the contributions of youth, individuals, community groups and corporations.

**Leadership Calgary**
Leadership Calgary is a unique action/study, community-focused program designed to identify and motivate aspiring leaders in Calgary.

**Library**
Volunteer Calgary's Library offers a broad selection of lending and reference resources that are directed to voluntary and nonprofit organizations management. These include more than 3,000 books, periodicals, kits, audio and video tapes, and a database on a variety of subjects.
Volunteer Calgary Program and Services Overview (continued)

**Member Services**
Volunteer Calgary is committed to working with our member organizations to provide superior customer service, as well as up to date resources and programs designed to aid our members in engaging and retaining volunteers.

**Office of the Public Guardian**
The Office of the Public Guardian (OPG) provides direct guardianship services and support for private guardians of dependent adults who are unable to make personal, non-financial decisions for themselves. The OPG also helps Albertans plan for a time when they may be unable to make their own personal decisions through a legal document called a personal directive.

**Paint the Town**
Paint the Town is an annual employee volunteer activity for members of the Calgary Workplace Volunteer Council. Each spring, CWVC members are invited to include volunteer teams in a high profile, focused volunteer effort which involves exterior painting and minor repairs to the homes of senior citizens in Calgary. The event provides CWVC members with an opportunity to engage teams of employee volunteers and promote their employee volunteer program while helping strengthen their connection with Volunteer Calgary.

**Promotion of Volunteerism**
Volunteer Calgary engages in planning and implementing communications and public relations activities. These activities promote the value of volunteering and connect people to opportunities to volunteer.

**Sector Leadership**
Volunteer Calgary provides leadership in the voluntary sector by identifying needs and recognizing trends. We work through local partnerships and collaborate with government, the business sector and other community leaders to respond to the needs of the voluntary sector.

**Social Marketing**
Social marketing endeavours to change people’s attitudes and behaviors to create a positive impact on the community. Volunteer Calgary conducts research on social markets in Calgary. This information is then used to develop a social marketing campaign aimed at promoting the value of volunteering.
Volunteer Calgary Program and Services Overview (continued)

Training and Consultation
Volunteer Calgary’s Training and Consultation program offers support to local organizations in all areas of volunteer resource management. Our annual training schedule offers a wide variety of workshops ranging from three hour overview sessions to the three-day Introduction to Volunteer Management certificate course. For organizations whose needs are more targeted, opportunities exist for customized consultations, learning opportunities tailored to suit their needs.

Volunteer Services
For individuals interested in volunteering, Volunteer Calgary’s searchable database maintains a wide variety of volunteer opportunities and allows individuals to search either "by organization" or by "area of interest." One-on-one consultation with one of Volunteer Calgary's referral advisors is also available.
STANDARD

Volunteer Calgary will have an organizational chart delineating each employee’s accountability relationship.

POLICY

All Volunteer Calgary employees and volunteers will be assigned a supervisor and will be aware of their supervisor’s accountability relationship.

PROCEDURE

Volunteer Calgary’s Organizational Chart is available from the staff member responsible for Human Resource Management.
Volunteer Calgary Guiding Principles

Volunteer Calgary’s Guiding Principles reflect our beliefs and values. All volunteer Calgary employees and volunteers are required to comply with the following Guiding Principles.

If you have questions or concerns about your support for these statements, please discuss them with your supervisor.

- Volunteer Calgary affirms that volunteerism is an essential and highly regarded community value and strives to maintain and enhance its relevance in our community.
- Volunteer Calgary will ensure that its programs, policies and principles reflect and support the rich diversity of the community we serve.
- Volunteer Calgary will continue to strive for excellence and professionalism in program delivery of all our core services: promotion of volunteerism, building capacity for volunteering, providing leadership on volunteerism issues, connecting people to volunteer opportunities.
- Volunteer Calgary Board will safeguard its fiduciary trust and ensure that VC will operate in an ethical, cost effective and professional manner.
- Volunteer Calgary will be open, accessible and responsive to the community; self-critical and innovative in developing services.
- Volunteer Calgary will advocate for volunteers and volunteerism.
- Volunteer Calgary believes that partnerships with community stakeholders are key to advancing the mission of Volunteer Calgary.
What it means to be a nonprofit organization

As a nonprofit organization, Volunteer Calgary:

- Plays an active part in the community and is responsive to community needs and issues.

- Allows employees to experience a broad range of responsibility. It is a tremendous opportunity for growth and development.

- Offers a very supportive environment in which all people can work together.

- Focuses on people and services rather than profit.

- Is owned by the community, represented by a Board of Directors.

- Encourages employees and volunteers to be committed to a common goal. In addition to personal livelihood, employees are motivated to work at Volunteer Calgary because they share the vision of Volunteer Calgary that Calgarians take responsibility for creating a healthy and caring community through civic participation.

- Provides rewards for performance including the good feeling that comes from being part of achieving the mission of Volunteer Calgary.
Section 3 - Policy Responsibility

Policy Background

STANDARD

Volunteer Calgary strives to be an employer of choice, attracting and retaining outstanding employees.

POLICY

Volunteer Calgary policies are not intended to contravene any applicable Labour Codes, Human Rights Legislations, or directives from funding partners. If any contradiction exists the applicable Labour Code and/or Human Rights Law will supersede Volunteer Calgary Policy.

PROCEDURE

Although every reasonable effort will be made to ensure that policies of Volunteer Calgary are congruent with applicable laws and Labour Codes, any deviation that is discovered should be brought to the immediate attention of Volunteer Calgary.

The concern will be investigated and the policy immediately updated and changes will be communicated as required.
Administration of Policy

STANDARD

Volunteer Calgary employees and volunteers will carry out their duties with attention to the highest degree of ethical rigour.

POLICY

Adherence to policy in Volunteer Calgary is a shared responsibility carried by the Board of Directors, President & CEO, staff member responsible for Human Resources Management, all supervisory staff, employees and volunteers.

Violation of Volunteer Calgary policies may lead to termination of the employee or volunteer involved at the discretion of the Director and/or President & CEO.

Volunteer Calgary policies form a part of the employment and volunteer agreement.

PROCEDURE

Any employee or volunteer of Volunteer Calgary observing a violation of policy will inform the employee or volunteer involved in violating the policy and their immediate supervisor. If the employee or volunteer is not comfortable bringing this information forward, they may discuss the matter with any Human Resources staff representative. Continued violation of any policy should be reported to the Director and/or the President & CEO.

Any suspected violation of policy will be thoroughly investigated by the Director including obtaining information from the employee or volunteer involved prior to any action being taken.
Revisions to Policy

STANDARD

Volunteer Calgary employees and volunteers will carry out their duties with attention to the highest degree of ethical rigour.

POLICY

Policies are reviewed annually. Due to timing, the policies and procedures stated in this manual may not always reflect management changes. Every effort will be made to keep this manual current.

Employees are required, through their offer of employment, to be aware of and adhere to all Volunteer Calgary policies and revisions.

During the year, employees may request policy revisions for consideration by submitting them in writing to their Director.

PROCEDURE

Directors will forward any requested amendments to policy, or requests for new policy, to the staff member responsible for Human Resources Management.

When the President & CEO changes or amends a policy, that change will be communicated through a written notice, via email or during a staff meeting.
Staff Access to Policies and Procedures

STANDARD

Volunteer Calgary ensures that all personnel are familiar with and have access to current and revised policies and procedures of the organization, including disciplinary procedures.

POLICY

All personnel must be familiar with and have access to current and revised Volunteer Calgary policies and procedures, including disciplinary procedures.

PROCEDURE

All employees and volunteers are required to review the Policy and Procedure Manual and sign an acknowledgement that they are aware of and understand all policies and procedures.

Human Resources Policies and Procedures information can be accessed directly on the network in server common.
Section 4 - Classifications

Definition of Employees

Regular full-time employment refers to an employee who is a member of Volunteer Calgary’s regular established staff complement and whose assigned regular work schedule is 21 hours or more per week for 12 months of the year.

Regular part-time employment refers to an employee who is a member of Volunteer Calgary’s regular established staff complement and whose assigned regular work schedule is less than 21 hours per week.

Independent Contractor refers to an individual who is part of Volunteer Calgary’s complement as a result of the specific conditions of a contract. The contractor is responsible for their own income tax, benefits, etc.

Administrative staff refers to individuals not considered management staff. Refer to the policy ‘Definition of Management’ later in this section (Classifications).

PROCEDURE

Any employee can confirm their classification, as it relates to the effect of a particular policy, through their supervisor.
Definition of Contractors

STANDARD

The definition of independent contractors is governed by Canada Revenue Agency.

POLICY

All contractors hired by Volunteer Calgary must meet the minimum requirements outlined in the procedure below.

Contractors are required to provide documentation demonstrating Business Registration Number, GST Status, proof of Liability Insurance, Worker’s Compensation Status, and listing of other clients they serve. In the case of a newly-formed business, the contractor is required to demonstrate that Volunteer Calgary is not their only client within one year of the business being established.

All contractors must enter into a contractual agreement with Volunteer Calgary (contract attached).

Volunteer Calgary will not contract with businesses that provide services to clients in a private residence. Public access space at Volunteer Calgary can be rented by contractors if required.

PROCEDURE

Contractor Definition:

Licensed and insured company hired on a contract basis to perform a specific task for Volunteer Calgary.
Definition of Contractor (continued)

Guidelines:

Guidelines for determining a business relationship or an employer-employee relationship include four main areas including control, ownership of tools, chance of profit/risk of loss, and integration.

1. **Control**

   - Who decides how much the worker is paid?
   - Who is responsible for planning the work to be done?
   - Who decides on timeframes?
   - Who decides on the hours of work?
   - Who decides on the work location?
   - Who assigns individual tasks?
   - Who supervises the work?
   - Who sets the standards to be met in the work?
   - Who is responsible for training?
   - Who hires helpers?
   - Who decides on reporting?

   If you answered “Volunteer Calgary” to most of these questions, an employer – employee relationship likely exists.

2. **Ownership of Tools**

   - Who supplies the equipment needed to do the work?
   - Who covers equipment maintenance costs?
   - Who supplies the materials used?
   - Who has invested in the tools and materials?

   If you answered “Volunteer Calgary” to most of these questions, an employer – employee relationship likely exists.
Definition of Contractor (continued)

3. Chance of Profit/Risk of Loss

- Who covers the cost of damage to equipment?
- Who covers the costs of liability insurance?
- Who covers the office expenses?
- Who covers the costs related to bad debts?
- Who assumes the responsibility for guarantees of service?
- Who guarantees the quality of the work?
- Who covers the workers incidental costs?
- Who covers the worker’s benefits?

If you answered “Volunteer Calgary” to most of these questions, an employer – employee relationship likely exists.

4. Integration

- Does the worker integrate their activities into the schedule of Volunteer Calgary?
- Does the worker depend on Volunteer Calgary’s business to remain in business?

If you answered “yes” to these questions, an employer – employee relationship likely exists.
Definition of Management

**Senior Management:** President & CEO; Director, Operations; Director, Fund Development and Communications; Director, Finance.

**General Management:** Managers.

**Integrated Management Team:** Consists of both Senior and General Management.

**PROCEDURE**

Any employee can confirm their classification, as it relates to the effect of a particular policy, through their supervisor.
## Vision, Mission, and Guiding Principles

### STANDARD

Volunteer Calgary identifies a set of beliefs or principles that guide its operation and programs and services. It reviews and affirms or modifies its beliefs or principles at least every three years.

### POLICY

Volunteer Calgary identifies the following set of beliefs and principles to guide its operation and each program of service, which will be reviewed, affirmed or modified at least every three years.

### VISION of Volunteer Calgary

Volunteer Calgary recognizes its vision to be:

Calgarians take responsibility for creating a healthy and caring community through civic participation.

### MISSION of Volunteer Calgary

Engaging more people, more effectively to volunteer in the community.

Volunteer Calgary’s four strategic directions are:

- Promoting the value of volunteering
- Connecting people with opportunities to volunteer
- Strengthening the ability of groups and individuals to support volunteers
- Providing leadership on issues related to volunteerism
Guiding Principles of Volunteer Calgary

- Volunteer Calgary affirms that volunteerism is an essential and highly regarded community value and strives to maintain and enhance its relevance in our community.
- Volunteer Calgary will ensure that its programs, policies and principles reflect and support the rich diversity of the community we serve.
- Volunteer Calgary will continue to strive for excellence and professionalism in program delivery of all our core services: promotion of volunteerism, building capacity for volunteering, providing leadership on volunteerism issues, connecting people to volunteer opportunities.
- Volunteer Calgary Board will safeguard its fiduciary trust and ensure that VC will operate in an ethical, cost effective and professional manner.
- Volunteer Calgary will be open, accessible and responsive to the community; self-critical and innovative in developing services.
- Volunteer Calgary will advocate for volunteers and volunteerism.
- Volunteer Calgary believes that partnerships with community stakeholders are key to advancing the mission of Volunteer Calgary.
Goals, Objectives, Purpose of Programs

STANDARD

Volunteer Calgary sets written goals and objectives that guide its operation. It also identifies the purpose and objective of each program of service offered. It reviews and affirms or modifies the objectives of each program of service offered at least every three years.

POLICY

Volunteer Calgary identifies the goals and objectives that guide its operation, identifies the purpose and objectives of each program of service offered, and reviews, affirms or modifies these objectives at least every three years.

Strategic Directions (2005) - Volunteer Calgary’s mission rests on four pillars of activity:

- *Promoting the value of volunteering*
  Volunteer Calgary will increase its work with niche volunteers to encourage volunteering among a broader spectrum of citizens. Niche volunteers include families, youth, recent immigrants, seniors, First nations, employee volunteers, faith organizations, sports organizations, and volunteers who are highly skilled.

- *Connecting people with opportunities to volunteer*
  Volunteer Calgary will explore the expansion to communities bordering Calgary. Many residents of neighboring communities work in Calgary and have strong connections to the city.

  Volunteer Calgary will also explore the use of technology to enhance our online searchable database, including streamlining the process of matching prospective board members to nonprofits.

- *Strengthening the ability of groups and individuals to support volunteers*
  Volunteer Calgary will investigate and implement the expansion of training and services to individuals and groups both within the city and its surrounding areas. We will also explore the development of a community-
Goals, Objectives, Purpose of Programs (continued)

- Providing leadership on issues related to volunteerism
  Volunteer Calgary will conduct research to build expertise and expand our knowledge of what motivates people to volunteer, and what will encourage new volunteers to get involved from niche groups. Information gathered will be used to inform our own communications strategies as well as Volunteer Calgary memberships.

  We will continue to work with our partners to collaborate on issues of mutual interests. We will seek out new partnerships that are mutual beneficial, and will strengthen existing partnerships.

  Volunteer Calgary will share its expertise by growing the library, participating in community exchanges, and exploring opportunities for leadership development.
Board Governance

STANDARD

Volunteer Calgary’s by-laws (constitution) require the governing board to provide continuous agency governance.

POLICY

The Volunteer Calgary Board of Directors provides continuous agency governance.

PROCEDURE

All policies and procedures related to the Board of Directors and agency governance are included in the Volunteer Calgary Board of Directors Policy and Procedure Manual.
Board of Director Delegated Responsibilities

STANDARD

Volunteer Calgary defines in writing those responsibilities, which are delegated by the governing board to the President & CEO.

POLICY

The Volunteer Calgary Board of Directors employs one staff person, being the President & CEO, as head of staff and delegates to her/him the final responsibility for the appointment, development, direction, and termination of all staff employment according to the policies.

PROCEDURE

All policies and procedures related to the Board of Directors’ delegation of responsibilities are included in the Volunteer Calgary Board of Directors Policy Manual.
President & CEO Annual Evaluation

STANDARD

The governing board provides for an annual written evaluation of the performance of the agency director(s).

POLICY

The Volunteer Calgary Board of Directors appoints a President & CEO Evaluation Committee to complete the annual performance review of the Chief Executive Officer.

PROCEDURE

All policies and procedures related to the Board of Directors’ evaluation of the President & CEO are included in the Volunteer Calgary Board of Directors Policy and Procedure Manual.
Accountability

STANDARD

Volunteer Calgary’s lines of accountability, authority and function are defined in writing.

POLICY

Volunteer Calgary maintains an organizational chart that will demonstrate the lines of accountability in the organization.

Volunteer Calgary is accountable for providing and measuring effective and cost efficient services by:
  • Measuring program outcomes.
  • Overall evaluation of the services and programs.
  • Qualified, professional personnel.
  • Providing ongoing professional development for staff and volunteers.

PROCEDURE

A copy of the Volunteer Calgary organizational chart is available from the staff member responsible for Human Resource Management.
Section 6 - Hiring Practices

Employment Diversity

STANDARD

Volunteer Calgary will endeavour to attract and retain outstanding employees.

POLICY

Volunteer Calgary is committed to being a leader in supporting and valuing the diversity of the people, organizations and communities we serve.

Valuing diversity is recognizing and respecting human differences and similarities.

Volunteer Calgary is committed to employment diversity with respect to all aspects of employment. All decisions regarding recruitment, hiring, promotion, compensation, employee development decisions such as training, and all other terms and conditions of employment, will be made without regard to race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status.

Everyone at Volunteer Calgary has a role to play in supporting our commitment to diversity and employment equity.

PROCEDURE

Volunteer Calgary will reach out to community organizations serving these groups to develop recruitment strategies.

Volunteer Calgary will endeavour, where feasible, to eliminate systemic barriers to advancement and/or redress the under-utilization of designated groups.

Each employee, regardless of position, is responsible for applying the Volunteer Calgary’s Employment Diversity Policy on an ongoing basis. Each employee is expected to treat all other employees with dignity and respect and in a fair and non-discriminatory manner in all employment related dealings.
President & Chief Executive Officer

STANDARD

Volunteer Calgary will endeavour to attract and retain outstanding employees.

POLICY

When it is necessary to employ a new President & Chief Executive Officer (CEO), the Board of Directors will appoint an ad hoc committee for this purpose. The committee will be comprised of the Board Chair, Chair of the CEO Evaluation Committee, and three other Board Volunteers. The Board, at their discretion, may include a staff representative. The Board Chair frequently serves as the Committee Chairperson.

The outgoing President & CEO and staff will assist the Chairperson as requested. Staff input will be solicited; the method and extent to be determined by the ad hoc committee. The position should be internally and externally advertised.

The Chairperson of the ad hoc committee handles all correspondence regarding candidates. All deliberations of the committee are confidential. The committee will present candidate(s) to the Board of Directors who will provide final approval of candidate to be hired.

PROCEDURE

When the ad hoc committee agrees on a candidate, or candidates, the Chairperson presents the committee’s recommendation to the Board of Directors.

When a candidate has been approved, an official written offer, signed by the President and Board Human Resources Liaison Member is sent to the candidate. The candidate will be asked to reply in writing accepting the offer.

A letter signed by the Board Chair (or a designate) will be sent to all unsuccessful candidates.
Internal Employment to Another Position

STANDARD

Volunteer Calgary promotes the development of employees through encouraging and supporting internal recruitment.

POLICY

Volunteer Calgary shall notify all current employees and volunteers of vacancies for all full-time, part-time and temporary positions within the organization, by posting in a central location, the job advertisement and job description. Internal postings may run concurrently with external postings.

Employees wishing to apply for a different or an additional position in another department are encouraged to inform their supervisor of their intention. If accepted in the new position, a minimum of two weeks written notice will be given to their present supervisor.

In order to be granted an interview, existing employees applying for another position must meet the qualifications of the position being applied for.

PROCEDURE

Under certain circumstances the employee may request that their application remain undisclosed to their current supervisor. The employee is encouraged to discuss this matter with the supervisor for the position being applied for.

The employee will submit a cover letter and resume to the supervisor of the position being applied for by the established deadline date to be considered for an interview.

Staff selection decisions will be made against a set of pre-determined criteria as laid out in the job description and posting. All internal applicants that are qualified for the position will be interviewed. All internal applicants that are not qualified for the position will be notified in person or in writing.
Recruitment and Selection

STANDARD

Volunteer Calgary is an equal opportunity employer and will endeavour to attract and retain outstanding employees.

POLICY

All offers of employment for full-time, part-time, or temporary positions will be pre-authorized by the Director and the President & CEO prior to posting the position. Pre-authorization comprises of confirmation of the position title, salary and offer, budget impact, security clearances required, and funding parameters.

Coordination of recruitment activities to fill vacancies (except for the President & CEO Position) is the responsibility of the supervisor for the position. To ensure that Volunteer Calgary’s strategic growth and an individual's fit into the larger team are taken into consideration, final hiring decisions on any individual hire must have the approval of the Director and the President & CEO. Every attempt will be made to reach a consensus.

All vacant positions must be considered internally and competitions will be conducted in a fair and equitable manner. Under certain circumstances, i.e. returns from leave, restructuring, or lack of qualified internal applicants, the President & CEO may grant approval for an appointment to a position.

Decisions to advertise a vacancy externally are at the discretion of the Director for the position and may occur at the same time as an internal posting. Staff selection decisions will be made against a set of criteria laid out in the job description and posting. All internal candidates who meet the qualifications as outlined in the job posting will be granted an initial interview.

Three references are checked for the successful candidate prior to an offer being made or as a condition of offer.
Recruitment and Selection (continued)

PROCEDURE

All vacancies will be posted for a minimum of 5 working days, preferably two to three weeks. Postings will provide a recognized Volunteer Calgary title, description of job responsibilities, identify the minimum qualifications required to be considered, provide contact information, state a deadline for application, and inform candidates of the level of contact to be expected if unsuccessful at receiving an interview.

Whenever possible, interviews will be conducted by a minimum of two individuals.

Internal postings may be advertised through Volunteer Calgary e-mail or posted in a central location.

A letter signed by the supervisor or his/her designate is to be sent to all unsuccessful internal candidates. Written notification of unsuccessful external applicants is required unless outlined differently in the posting.

All employment offers will match the content of the pre-authorization form signed by the President & CEO and will be presented on the Volunteer Calgary Offer Letter Form. The President & CEO will confirm the offer of employment in writing with the prospective employee, on or before the first day of employment, outlining the terms and conditions of employment, i.e.,

- Date of commencement
- Salary
- Vacation entitlement
- Notice of termination required
- Employee benefits
- Additional terms or conditions
- Employee must personally indicate their acceptance of the job offer.

The new employee and supervisor will complete all Hiring Package Forms as appropriate.
Recruitment and Selection Procedure (continued)

Payroll staff will send notification of new employees to the Executive Assistant for preparation of a welcome letter from the President & CEO.

Any appointments approved by the President & CEO shall be communicated to staff through email and staff meetings.
Interview Expenses

STANDARD

Volunteer Calgary will endeavour to attract the best possible candidates for all positions.

POLICY

When a prospective employee is invited to visit Volunteer Calgary for the purpose of an interview for a position, reimbursement of reasonable expenses is at the discretion of the President & CEO.

PROCEDURE

The President & CEO will confirm any opportunities for reimbursing interview expenses in writing to the candidates outlining the scope and extent of the reimbursement.
Recruitment Discrimination

STANDARD

Volunteer Calgary employees and volunteers will carry out their duties with attention to the highest degree of ethical rigour.

POLICY

Volunteer Calgary is an equal opportunity employer, where personnel are recruited and employed without discrimination based on race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status. If Volunteer Calgary recruits and selects employees with regard to specific characteristics it does so in accord with exemptions in the law(s) governing equal opportunity in employment.

PROCEDURES

All job postings will indicate that Volunteer Calgary is an equal opportunity employer.

Human Resources practices will respect the diversity of spiritual and religious beliefs of staff and volunteers by supporting their observance of important religious celebrations.
Relocation Expenses

STANDARD

Volunteer Calgary will endeavour to attract and retain outstanding employees.

POLICY

Volunteer Calgary may assist with relocation expenses for new employees coming from other cities. Approval and conditions of expenses are subject to negotiation with the President & CEO.

PROCEDURE

If relocation expenses form a part of the employment agreement, the approval and conditions for reimbursement must be in writing and signed by both parties.

The written document will include the amount and scope of the expenses, and to what extent Volunteer Calgary will be reimbursed for those relocation expenses if the employee does not remain in the employ of Volunteer Calgary beyond a specified deadline date.

The employee will pay the relocation expenses directly and then submit the invoices for reimbursement.
Medical Conditions

STANDARD

Volunteer Calgary supports and abides by all Human Rights Legislation.

POLICY

Right to Work

Employees with medical conditions who are able to carry out the essential duties of their jobs in a satisfactory manner, without posing a safety hazard to themselves or others, will be entitled to apply for work at Volunteer Calgary.

Work Restrictions

The employee may be restricted from their work where the disability confirmed by medical opinion from the employee’s physician deems that:

The employee does not have the capacity to efficiently and reliably perform the duties of their position.

The employee in undertaking the work would endanger the safety of themselves or others.

Alternative work the employee may be able to adequately and safely perform is not available.

Right to Privacy

Should the employee choose to disclose medical information to the employer, the information will be treated with the strictest confidentiality.
Medical Conditions (continued)

PROCEDURE

Job Applicant

Job applicants will not be questioned on whether they have medical conditions. The supervisor, after discussing the position description and related duties with potential employees, may ask if they have any pre-existing conditions or limitations that may preclude them from satisfactorily carrying out the duties of the position that they are applying for.

Where the successful candidate in a competition is known to have a medical condition or limitation a job offer can be made conditional on a medical assessment of the candidate’s capability to perform the essential components of the job reliably, efficiently and without endangering the safety of themselves or others. This assessment will form the basis of a decision to confirm or deny employment.

Concerns of Co-Workers/Customers

Employees may express concern about their own health and safety as it relates to working with or being in contact with individuals known to have medical conditions. Refusal to work with a person known to have a medical condition or limitation that poses no threat to others supported by the scientific knowledge currently available is not justified and discriminatory action of this type will not be tolerated by Volunteer Calgary.

Support

Support for an employee with medical conditions or limitations may take many forms and requires the coordinated efforts of fellow employees, supervisory personnel and management. The degree of involvement by the employer must be individualized based on the needs perceived by the employee and the resources available.
Screening

STANDARD

Volunteer Calgary has written policies and procedures for the screening, orientation, training, supervision, evaluation and termination of its employees, volunteers and practicum students.

POLICY

Volunteer Calgary will screen all employees, volunteers and practicum students.

PROCEDURES

Employees

Prior to offering an individual employment, the supervisor will ensure the following screening procedures have been completed:

- Review of resume and cover letter.
- Minimum of one interview.
- Minimum of three reference checks including previous supervisors, academic supervisors, and/or professional contacts.
- Potential employee and supervisor complete all Hiring Package forms.
- Criminal records check initiated, if necessary.
- Child Welfare check initiated, if necessary.
- Prior to beginning employment, employees will be provided with the Orientation and Human Resources Policy and Procedure Manual and any other applicable policies.

Volunteers

Prior to offering an individual a volunteer position, the Manager, Volunteer Services will ensure the following screening procedures have been completed:
Screening Procedures (continued)

Review of application form and resume.

Conduct a minimum of one interview.

Conduct a minimum of two reference checks including previous supervisors, academic supervisors, and/or professional contacts.

All Volunteer Package forms are completed by potential volunteer and volunteer coordinator or supervisor.
Criminal records check initiated, if necessary.
Child Welfare check initiated, if necessary.
All volunteers must sign an ‘Oath of Confidentiality’. A "Volunteer Contract" must be signed.

Initial Acceptance into the Volunteer Program is based on:
Completion of the application form.
Completion of the screening procedures.
Clearance from a supervisor.

Note:
All volunteers must go through the volunteer training.
If a volunteer is inactive (working less than two shifts per month) for 4 months he/she is removed from the volunteer list. He/she can become active again at any time after attending a brief ‘refresher’ session.

Students

Prior to offering an individual a practicum position, the supervisor will ensure the following screening procedures have been completed:

Review of resume and cover letter.
Minimum of one interview.
Minimum of three reference checks including previous supervisors, academic supervisors, and/or professional contacts.
Potential practicum student and supervisor complete all Student Practicum forms.
Screening Procedures (continued)

Criminal records check initiated, if necessary.
Child Welfare check initiated, if necessary.
All practicum students must sign an ‘Oath of Confidentiality’.
Security Checks - Child Welfare Check

STANDARD

Volunteer Calgary will ensure that appropriate screening of employees, volunteers, and practicum students is in place to maximize client safety. All Human Rights Legislation supersedes this Volunteer Calgary Policy.

POLICY

All employees, volunteers, and practicum students who have direct or indirect access to clients under the age of 18 will be assessed to determine the level of risk to the clients. If the risk of potential harm is deemed high, they will be required to complete a Child Welfare Check.

Previous Child Welfare Record Checks that are no older than 6 months can be considered when beginning employment at Volunteer Calgary.

All current employees and volunteers requiring a Child Welfare Check must renew the Child and Welfare Check every three years.

All employment/volunteer offers are contingent on passing and maintaining appropriate security clearances.

PROCEDURE

Due to the timing of Child Welfare Checks being completed, potentially after the projected start date of volunteering or employment, potential employees/volunteers/students are requested, during the interview, to disclose any concerns that may result in the Child Welfare Check blocking employment. Existing employees/volunteers/students who become aware of any changes to their security clearance status must inform their supervisor.
Child Welfare Check Procedure (continued)

Once the Child Welfare Check is returned to Volunteer Calgary, the Payroll Administrator will forward a copy of the report to the volunteer/employee’s supervisor and the original will be kept in the personnel file.

If the Child Welfare Check returns with a security concern, the Supervisor will meet with the employee/volunteer/student to discuss the security concern. The Director in consultation with the supervisor will determine if the security concern identified in the Child Welfare Check warrants termination.
Security Checks – Criminal Record Check

STANDARD

Volunteer Calgary will ensure that appropriate screening of staff, volunteers, and practicum students is in place to maximize client safety. All Human Rights Legislation supersedes this Volunteer Calgary Policy.

POLICY

All employees, volunteers, management personnel and practicum students who have direct or indirect access to vulnerable client groups, or significant Volunteer Calgary assets will be assessed to determine the level of risk to Volunteer Calgary. If the risk of potential harm is deemed to be high they must complete a Criminal Records Check.

Previous Criminal Record Checks that are no older than 6 months can be considered when beginning employment/volunteering at Volunteer Calgary. All applicable current employees and volunteers requiring it must renew the Criminal Records Check every three years.

All employment and volunteer offers are contingent on passing and maintaining appropriate security clearances.

PROCEDURE

Due to the timing of Criminal Record Checks being completed potentially after the projected start date of employment or volunteering, potential employees/volunteers/students will be requested, during the interview, to disclose any concerns that may result in the Criminal Record Check blocking employment. Existing employees/volunteers/students who become aware of any changes to their security clearance status must inform their supervisor.

Volunteer Calgary will cover the costs related to the Criminal Record Check.
Security Checks – Criminal Record Check (continued)

Once the Criminal Record Check is returned to Volunteer Calgary, the Payroll Administrator will forward a copy of the report to the volunteer/employee/student’s supervisor and the original will be kept in the Personnel file.

If the Criminal Records Check returns with a security concern, the supervisor will meet with the employee/volunteer/student to discuss the security concern. The Director, in consultation with the supervisor, will determine if the security concern identified in the Criminal Records Check warrants termination. Termination could be due to activities:

- Contrary to Volunteer Calgary values and principles
- Contrary to Labour Standards guidelines
Orientation

STANDARD

Volunteer Calgary has written policies and procedures for the screening, orientation, training, supervision, evaluation and termination of its employees, volunteers and practicum students.

POLICY

Volunteer Calgary shall provide an orientation for all employees, volunteers and practicum students.

PROCEDURES

The appropriate supervisor, or designate, shall ensure all new employees are introduced to the office and its procedures, as identified in the Orientation Check List. Each new employee shall be given a copy of the Human Resources Policy & Procedure Manual, with the instruction to read, comprehend and be given the opportunity to raise any concerns or questions they may have regarding its contents.

All employees shall be provided with a detailed job description for the position to which they have been assigned and the duties that are expected of them.

All employees shall receive an orientation and training as a part of the employment process. Each employee shall be given an introductory overview and “walk-about” of the office, its layout, available facilities and emergency procedures.

The orientation process will include overview of specific work areas, equipment, general expectations, breaks, parking, key protocol, phone use, nametag, staff phone list, mailbox, computer, e-mail, network access, website, bulletin boards and employee forms.
Orientation Procedures (continued)

All employees shall be introduced, where available, to all other members of Volunteer Calgary staff. Where members are absent at the time of the orientation, an effort must be made to ensure new employees are introduced to those persons at the first practical opportunity.
Training

STANDARD

Volunteer Calgary has written policies and procedures for the screening, orientation, training, supervision, evaluation and termination of its employees, volunteers and practicum students.

POLICY

Volunteer Calgary shall provide appropriate training for all employees, volunteers and practicum students.

Volunteer Calgary as an employer of choice, will also endeavour to support the educational and professional development pursuits of its staff as budget allows.

PROCEDURES

Training will be supplied by Volunteer Calgary personnel for those employees where there is a need or the position dictates. Once the supervisor is satisfied the new employee is fully conversant with the job position, he/she will be allowed to work independently.

Volunteer Calgary will provide additional training as appropriate and necessary. These could include workshops facilitated by Volunteer Calgary, external training courses or updated information and materials as a when they become available. All requests for educational or professional development opportunities shall be made in writing to the President & C.E.O for approval.

The cost for staff and volunteers participating in Volunteer Calgary training events will be billed back to their department.
Supervision/Performance Evaluation

STANDARD

Volunteer Calgary has written policies and procedures for the screening, orientation, training, supervision, evaluation and termination of its employees, volunteers and practicum students.

POLICY

Volunteer Calgary shall provide appropriate supervision and performance evaluation for all employees, volunteers and practicum students. Volunteer Calgary is committed to assisting employees, volunteers, and practicum students to correct job performance problems. Circumstances requiring corrective action exist when behavior falls short of expected performance standards and the individual does not respond to coaching. Corrective action may also have to be initiated when an individual’s conduct is serious enough to warrant it.

The Performance Appraisal and Development process is a management tool for use in achieving Volunteer Calgary’s long and short-term objectives and the development of its employees and is an ongoing process. The development and continuous improvement of employee skills and knowledge are essential to the successful operation of Volunteer Calgary.

Supervisors must clearly define performance expectations by articulating goals and objectives, defining projects and tasks delegated, and describing skills required to perform duties and responsibilities assigned to an acceptable standard.

When employees meet and exceed expectations, it is the supervisor’s responsibility to recognize the employee’s efforts as a means of supporting and encouraging employee development and learning.
Supervision/Performance Evaluation (continued)

When employees fail to meet the performance expectations and the supervisor identifies performance concerns, it is the supervisor’s responsibility to counsel the employee by clarifying performance expectations and offering support services such as training and coaching as required to assist employees in changing behaviors to meet acceptable standards within a reasonable period of time.

Failure to meet performance expectations, clarification of the expectations and the consequence of continued non-performance shall be documented with a copy of any such documentation given to the employee.

PROCEDURES

- All employees, volunteers, and practicum students are on probationary status for a period of three months (see Probationary Period Policy), with the option to extend the trial period if necessary. During this time performance expectations are made clear and ongoing feedback on performance is provided and documented by the supervisor. Volunteer Calgary reserves the right to terminate without cause while in this period for failure to meet identified expectations.
- Level of supervision and performance evaluation may vary as required, but must occur at minimum after three months during the Probationary Period and annually thereafter.
- All forms of supervision and performance evaluation shall allow for the person being evaluated to share and document any concerns, needs, or issues.
- The performance review shall match achievements to individual objectives, compare overall performance to performance expectations and form the basis for developmental action plans.
- The employee’s performance will be assessed according to the current evaluation process.
- Volunteer Calgary’s Performance Appraisal and Development Process is carried out cooperatively between employee and supervisor. Evaluation forms will be signed by the employee and supervisor and forwarded to the personnel file. A copy is given to the employee.
Supervision/Performance Evaluation (continued)

- The employee may request a performance review from their supervisor as to their performance.
- Informal performance reviews do not require a written statement.
- At the time of the performance review, the employee's career development plans and training needs will be discussed.
- Supervisors will document all verbal warnings regarding employee performance.
- The identification of annual training/development needs and expenditures will occur in conjunction with Volunteer Calgary's annual budget in order to appropriately allocate funds for professional development.
- Merit increases are based on the employee's performance as documented in the ongoing and annual Performance Review, President & CEO approval, and Volunteer Calgary's ability to increase salaries in the annual budget.
Probationary Period

STANDARD


POLICY

All new employees to Volunteer Calgary and existing employees, who are promoted or transferred to a new position, must complete a probationary period of three (3) months. During the probationary period the Alberta Employment Standards Code will govern Volunteer Calgary’s legal obligations regarding termination of employment.

Regular and ongoing feedback regarding performance will be provided to the employee by their supervisor during the probationary period. A formal and written performance evaluation will be carried out at the end of the probationary period.

A probationary period will be extended only under extenuating circumstances and with the pre-approval of the President & CEO.

PROCEDURE

Performance Evaluations will be based on Volunteer Calgary’s Performance Appraisal and Development process.

The employee or employer may terminate the employment relationship, without notice, pay in lieu thereof, or severance during the first three months of employment. Employer-induced terminations after three months will be made in accordance with the provisions of the Employment Standards Code (Alberta) and the employee acknowledges and agrees to waive any further rights notice, pay in lieu thereof, or severance arising from termination of employment with Volunteer Calgary.
Probationary Period (continued)

Supervisors are required to provide employees with verbal feedback regarding performance throughout the three-month probationary period. Supervisors will document all verbal warnings regarding employee performance. Written feedback is required at least every three months.

An employee that is not performing her/his duties to a satisfactory level shall be informed of what is required to remain employed, and may be terminated prior to the end of the three-month probationary period if performance does not improve.
Termination Practices

STANDARD

Volunteer Calgary has written policies and procedures for the screening, orientation, training, supervision, evaluation and termination of its employees, volunteers and practicum students.

POLICY

Volunteer Calgary shall provide a standard process in terminating a relationship with employees, volunteers and practicum students.

PROCEDURES

A. Retirement

Volunteer Calgary does not discriminate against any employee due to age and as such does not have a mandatory age limit for retirement of its employees.

Employees planning to retire are requested to make their best effort to notify their supervisor at least one year in advance.

B. Resignation

Prior to submission of notice of resignation, employees are encouraged to discuss the reason for resignation with their immediate supervisor.

All general employees, volunteers, and practicum students are requested to give a minimum two weeks written notice of their resignation. Management staff are requested to give one month's notice.

Management staff cannot take a Flex Day off during their notice period if they provide notice of two weeks or less.

Administrative staff cannot take lieu time off during their notice period if they provide notice of two weeks or less.
Termination Practices (continued)

Volunteer Calgary cannot require that employees take vacation during the notice period and an employee cannot use vacation in lieu of notice.

Employment ends on the last day the employee is physically present at work. Employees cannot take vacation to extend their employment beyond their last day at work.

C. Termination

When termination is due to position elimination or staff reduction Volunteer Calgary shall give employees a minimum of one (1) weeks notice, or pay in lieu of notice, in accordance with provincial employment standards.

D. Discipline and Dismissal

Employees shall perform their assignments within the specifics of the position description.

Employees who consistently fail to conform to the specifics of their position description or exhibit inappropriate behavior or poor performance shall be required to meet with their supervisor and one other impartial supervisor. This meeting will attempt to identify the problems, find ways to improve the situation and suggest adequate solutions, concluding with a recommended course of action and an appropriate time frame in which the employee will be expected to improve to the satisfaction of Volunteer Calgary. Details of the meeting will be documented, signed by all parties as a correct representation of points discussed and placed in the employee’s personal file.

If the situation persists, a verbal warning will be given to the employee by the supervisor and will be supported by written documentation distributed to both the employee and the President & CEO of Volunteer Calgary, with a copy signed by both parties put in the employee’s file.
Termination Practices (continued)

E. Dismissal with Cause

If the employee’s inappropriate behavior or performance continues, the employee shall be dismissed. Dismissal shall occur when reasonable efforts to correct the problem have failed.

Dismissal shall take place only after consultation with the President & CEO.

(Discharge due to misconduct shall be carried out in accordance with Federal or Provincial employment standards as they apply.)

Employees, volunteers, and practicum students may be discharged for just cause and without notice after consultation between the Supervisor and the President & CEO of Volunteer Calgary for acting in a manner inconsistent with Volunteer Calgary’s Code of Conduct and/or Guiding Principles, and/or violation of Policy or Procedures. Immediate termination may result for:

- Gross misconduct or insubordination
- Sexual harassment
- Performance of assignment(s) while under the influence of alcohol or mind altering drugs
- Theft
- Misappropriation of Volunteer Calgary funds
- Abuse of Volunteer Calgary equipment or materials
- Falsification of Volunteer Calgary records
- Misrepresentation of personal information
- Illegal, violent or unsafe actions
- Abusive treatment of clients or co-workers, either physically or mentally
- Failure or inability to project a positive image of the services of Volunteer Calgary

This is not a comprehensive list, but is intended to clarify understanding of the repercussions for certain behaviors.

Prompt notification to the staff and/or the appropriate employees regarding immediate dismissal of a Volunteer Calgary employee shall be the responsibility of the President & CEO or the Supervisor.
Termination Practices (continued)

F. Return of Volunteer Calgary Property

Upon termination from Volunteer Calgary all employees will be asked to turn in all Volunteer Calgary property. Dismissed employees are not permitted to return to their work area after their last day of work without Supervisor accompaniment.

G. Termination Vacation Pay

Upon termination, remuneration for earned vacation will be paid in direct proportion to the period worked and the allowable vacation providing the individual gives the required notice. Otherwise, the employee will receive minimum holiday pay as prescribed by Alberta law.

If more vacation time was taken in the vacation year than was earned, Volunteer Calgary may reduce the final pay cheque by the amount of time taken over that earned.

H. Ex-staff on Committees and Board

After completing employment with Volunteer Calgary, if continued volunteer involvement is desired, it must be on a committee not directly related to the most recent Volunteer Calgary position. Ex-staff will not be eligible for Board appointment for a minimum period of two years. All ex-staff must go through the volunteer screening procedure.

I. Exit Interviews

Upon voluntary termination of employment, employees are entitled to an exit interview with their department Director (in the case of Directors, the interview will be held with the President & CEO, and the President & CEO will be interviewed by the Board Chair). The purpose of this interview is to assess the Volunteer Calgary employment experience. Comments from the interview will be documented, copied to the employee’s supervisor, and placed in the terminating employee’s personnel file. Any disclosures of policy violation must be referred to the President & CEO.
Termination Practices (continued)

J. References

This policy applies to references for Volunteer Calgary volunteers, students, and employees. Volunteer Calgary gives supervisors a choice whether to provide references.

- There must be consent from the individual involved to provide an employment reference.
- Anyone in a supervisory role may give a reference. The Manager, Volunteer Services is considered the supervisor of volunteers.
- References will provide the following information:
  - Verification of Employment (position, length of time)
  - Responsibilities
  - Salary Range (if requested)

No other information may be provided unless there is documentation to verify and follows the following protocol:

- A reference may only be provided with the consent of the person involved.
- The reference may only detail past documented performance the person giving the reference has directly observed and may not be communicated in such a manner as to indicate future performance or suitability for a position.
- The information provided in a reference must only be based on objective, observable documented information. For example, it is inappropriate to discuss someone as honest; however it is permissible to report that the individual in question has no documented breaches of policy including theft while working at Volunteer Calgary if that is the case.
- Requests for references in writing must be consented to, and approved by, the person involved.
- In the event of a moral or ethical dilemma outside of this policy, the person giving the reference should contact their supervisor.
- Human Rights, Labour Code legislation, or professional code of ethics would supersede this policy.
Termination Practices (continued)

Do:
- Comment only on past documented performance in Volunteer Calgary that you have directly witnessed and if you, personally, would rehire.
- Base comments on observable behavior.
- You can refuse to provide a reference if you wish, however do not disclose why you have denied the reference.
- Honor all human rights and labour legislations.

Do Not:
- Promise that the individual would be perfect for the job they are applying for.
- Comment on future performance or abilities.
- Comment on personality traits.
- Mislead or misrepresent.
- Provide comments based on inferences or assumptions.

L. Termination Checklist

It is the practice of Volunteer Calgary to complete the attached Employee Termination Checklist for employees who voluntarily resign or are being released from the organization. The terminating employee’s supervisor should arrange the administration of final employment matters, such as return of Volunteer Calgary property and notifying the appropriate departments.

Upon receipt of an employee’s notice of voluntary resignation or upon decision to release an employee from the organization, the separating employee’s supervisor will initiate the use of the Employee Termination Checklist.

The Employee Termination Checklist is available from the staff member responsible for Human Resource Management.
Personnel Records

STANDARD

Volunteer Calgary employees and volunteers will carry out their duties with attention to the highest degree of ethical rigour.

POLICY

Volunteer Calgary maintains in its personnel records in accordance with its obligations under federal and provincial privacy legislation.

PROCEDURE

- Employment records are to be treated as strictly confidential documents and shall be maintained in a secure file located in Volunteer Calgary’s place of business #1170, 1202 Centre Street S.E., Calgary, Alberta.
- It shall be the responsibility of the President & CEO, or designate, to ensure the employment records are current and secured.
- All information contained within the employment records shall be treated in strict confidence and shall not be divulged to a third party, unless requested by The Government of Canada, Law Enforcement Agencies or The Court of Queens Bench.
- Individuals wishing to access their file may do so by applying, in writing, to the President & CEO, or designate. The file shall be viewed in the company of the President & CEO, or designate, and shall not be removed from the premises of Volunteer Calgary.
- It is the responsibility of the President & CEO, or designates, to ensure all information contained in the employment records is current.
- It is the responsibility of the individual employee to report any changes to his/her personal status to the President & CEO, or designate who shall update the records.
Section 7 - Employment Practices

Code of Conduct

STANDARD

Volunteer Calgary employees and volunteers (including Board members) will carry out their duties with attention to the highest degree of ethical rigour.

POLICY

Volunteer Calgary prides itself on providing efficient, professional and confidential services to organizations and individuals, as well as to co-workers, clients and volunteers. Each staff and volunteer of Volunteer Calgary represents Volunteer Calgary and is expected to act in a manner that will enhance Volunteer Calgary’s reputation.

Although the various matters dealt with in this Code of Conduct Policy do not cover the full spectrum of staff and volunteer activities, they are indicative of Volunteer Calgary’s commitment to maintaining high standards of conduct. They are to be considered descriptive of the type of behavior expected from staff and volunteers in all circumstances and are to be regarded as the minimum standards of performance required. In addition, Volunteer Calgary seeks to enforce not only the letter, but also the spirit of the Code of Conduct.

This policy applies to all employees, volunteers, contractors, vendors, and visitors on Volunteer Calgary premises.

Contractors, vendors, and visitors who violate this policy risk possible termination of business relationship or visitor privileges.

The conduct of an employee or volunteer that adversely affects co-workers, volunteers, clients, and the public is cause for disciplinary action up to, and including, termination of employment or volunteerism. Examples of violations are listed below:
Code of Conduct Policy (continued)

POLICY

• All Volunteer Calgary employees and volunteers are expected to share in preserving and enhancing Volunteer Calgary’s image and reputation in the community. No employee or volunteer should act in any way that diminishes the credibility of any other employee, volunteer, or client of Volunteer Calgary.

• The use of illicit drugs or other mind-altering substances is prohibited while working, attending Volunteer Calgary events or while acting as a representative of Volunteer Calgary (See Consumption of Alcohol below).

• Use of alcohol causing impairment and/or behavior that is contrary to the Code of Conduct while acting on behalf of Volunteer Calgary or while attending a Volunteer Calgary event is prohibited.

• The unlawful manufacture, distribution, dispensation, purchase, possession, sale or use of illegal drugs or unauthorized controlled substances on Volunteer Calgary premises, in Volunteer Calgary owned, leased, or rented vehicles, or while engaged in Volunteer Calgary business is prohibited.

• All Volunteer Calgary employees and volunteers are held accountable to maintain a level of professional conduct that will reflect positively on themselves and on Volunteer Calgary including:
  □ Courteous and respectful behavior
  □ Working cooperatively in a team to further Volunteer Calgary’s Mission
  □ Appropriate language and conduct at work, related functions, and when a representative of Volunteer Calgary
  □ A willingness and commitment to resolve interpersonal conflicts
  □ Uphold a professional relationship only with clients of Volunteer Calgary (See Employee-Client Relationship Policy)
  □ Dress appropriate to the profession and role that they play in Volunteer Calgary (See Dress Code Policy)
Code of Conduct Policy (continued)

PROCEDURE

The supervisor and/or director are charged with conducting a formal, confidential investigation of any suspected violation of policy to ascertain the facts and must formally interview the individual concerned.
Compliance Standards

Volunteer Calgary shall conduct its business in accordance with all applicable legislation, including without limitation, the following:

POLICY

Canada Revenue Agency - Charities Directorate
To promote compliance with Canada’s tax, trade and border legislation and regulations through education, quality service and responsible enforcement, thereby contributing to the economic and social well being of Canadians.

Alberta Societies Act
Provincial laws pertaining to a society involved in benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, sporting or other useful purpose, but not for the purpose of carrying on a trade or business.

Employment Standards – Code of Alberta
A document which, through legislation, encourages fair and equitable resolution of matters arising in respect to terms and conditions of employment.

Alberta Charitable Fund Raising Act – Government Services
Protects the public from fraudulent, misleading or confusing solicitations and establishes standards for charitable organizations and fund-raising businesses, applying to both registered charities and nonprofits.

Freedom of Information and Protection of Privacy Act
To make public bodies more accountable to the public and to protect personal privacy, by giving the public the right of access to records, the individual the right to access and request correction of personal information on themselves and to prevent the unauthorized collection, use or disclosure of personal information.
Compliance Standards Policy (continued)

**Alberta’s Protection of Persons in Care Act**
Protection from abuse for persons in a hospital, lodge or nursing home. Abuse being defined as intentionally causing bodily harm, causing emotional harm, including but not limited to, threatening, intimidating, harassing, humiliating, coercing, or subjecting to non consensual sexual contact.

**Personal Information Protection and Electronic Documents Act (Bill C6)**
To establish, in an era in which technology increasingly facilitates the circulation and exchange of information, rules to govern the collection, use and disclosure of personal information in a manner that recognizes the right of privacy of individuals with respect to their personal information and the need of organizations to collect, use and disclose personal information for purposes that a reasonable person would consider appropriate in the circumstances.

**Human Rights, Citizenship and Multiculturalism Act**
Recognizes the inherent dignity and the equal and inalienable rights of all persons is the foundation of freedom, justice and peace in the world, and as a matter of policy, that all persons are equal in: dignity, rights and responsibilities without regard to race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status.
Confidentiality

STANDARD

Volunteer Calgary maintains the highest possible level of professional rigour and ethical conduct at all times.

POLICY

Employees and volunteers will treat as confidential, all information acquired directly or indirectly through the course of their work concerning members, clients, participants, volunteers, staff, donors, and other constituents. When such information is revealed for professional purpose it is done with discretion and respect for the persons concerned.

This includes, but is not limited to, information regarding the following persons and organizations:

   a) Volunteers recruited by Volunteer Calgary to work with member organizations, or within Volunteer Calgary itself
   b) Donors and funders
   c) All organizations which Volunteer Calgary has a relationship with, i.e. member organizations, partners
   d) Other employees and contractors
   e) The Board of Directors

Information obtained through interviews, or other means, must be protected and held confidentially and released only to those persons who have a legitimate need to know.

This policy applies to the dissemination of information both internally and externally.
Confidentiality Policy (continued)

In addition, information regarding the funding and financing of Volunteer Calgary member organizations must not be disseminated to persons outside Volunteer Calgary.

Breach of confidentiality will result in discipline up to and including termination.

PROCEDURE

On occasion, projects and related working documents may be designated confidential. Employees of Volunteer Calgary with access to such information or documents must adhere to the strictest rules of confidentiality. Individual departments within Volunteer Calgary may have specific rules of confidentiality unique to their department.

Employees must provide Volunteer Calgary with written permission to allow third parties access to employee personal information.

See FOIPP Guidelines for further information.
Confidentiality – Volunteer Calgary Property

STANDARD

Volunteer Calgary maintains the highest possible level of professional rigour and ethical conduct at all times.

POLICY

Ownership

Any program material created or published while employed by Volunteer Calgary shall remain the property of Volunteer Calgary and shall not be divulged to any third party outside Volunteer Calgary without the written consent of the President & CEO or other person designated in writing as having this authority.

Use of Volunteer Calgary Property

Staff and volunteers are responsible for being aware of intellectual property and copyright issues relating to Volunteer Calgary’s property (e.g. computer software, materials for publication). Reproduction of such material constitutes unauthorized use of Volunteer Calgary property and could be deemed as a copyright infringement. In the case of computer software, staff and volunteers must not copy any of Volunteer Calgary software for their own computers or any other computer for which the software is not registered.

As downloading of software from the internet, personal discs and Volunteer Calgary provided e-mail can cause serious system problems and/or viruses, staff and volunteers may not download or use “personal” programs, including, but not limited to, screen savers, games or software packages not sanctioned or approved by Volunteer Calgary.
Confidentiality – Media/Public Discussion

STANDARD

Employees and volunteers acting in their official Volunteer Calgary roles are ambassadors of the Volunteer Calgary Vision, Mission, and image.

POLICY

Either the President & CEO of Volunteer Calgary; Director, Fund Development and Communications; Manager, Communications and; or designate, shall be responsible for all communications with the media.

PROCEDURE

All media enquiries shall be directed to the Manager, Communications who will decide, in consultation with the President & CEO and the Director, Fund Development on the appropriate response. Response to all enquiries shall be given promptly and in an appropriate manner, given the nature and research required to satisfy the enquiry.

Enquiries regarding legal, personal or financial matters of Volunteer Calgary shall be directed to the President & CEO.

To maintain consistency of information and when the situation warrants, the President & CEO shall convene a Volunteer Calgary staff meeting to inform of responses given to the media on specific enquiries. The President and CEO will inform the Board of Directors if appropriate.

To support the promotions and services being given by Volunteer Calgary, staff may be required, on occasion, to contact local media sources. These contacts will only be made with the approval of the Manager, Communications in consultation with the President & CEO; Director, Fund Development and Communications or designate. Information and materials relating to the contact shall be maintained in the media files, located on the Volunteer Calgary network in the communications folder.
Confidentiality – Media/Public Discussion (continued)

Any disclosure of confidential information regarding Volunteer Calgary operations, programs, services, legal, personal or financial matters shall be regarded as a breach of ethical conduct as detailed in Volunteer Calgary’s Code of Conduct and shall be dealt with accordingly.
Staff Conflict of Interest

STANDARD

Volunteer Calgary employees and volunteers will carry out their duties with attention to the highest degree of ethical rigour.

POLICY

Staff and volunteers must avoid situations in which their private interests or relationships may affect his or her judgment in acting on behalf of Volunteer Calgary, or when making recommendations or decisions regarding dealings with other persons or organizations. Staff and volunteers may not engage in any activities which conflict with the interests of Volunteer Calgary, which may adversely affect the reputation of Volunteer Calgary, or which may interfere with the fulfilment of the staff or volunteer's job which at all times must be in the best interests of Volunteer Calgary.

"Conflict of Interest" includes, but is not limited to:

- **Outside Activities**
  Staff and volunteers shall not devote any time during committed Volunteer Calgary business hours to any activity which deprives Volunteer Calgary of the individual’s full services, without a direct or indirect benefit to Volunteer Calgary, unless other arrangements of time and/or services have been agreed to by the President & CEO. This includes any direct or indirect competition, negotiation, or business dealings with Volunteer Calgary.
Conflict of Interest Policy (continued)

- Gifts and Entertainment
  Offering, soliciting or accepting gifts, gratuities, payments, the receipt of excessive favours, or personal rewards designed to influence Volunteer Calgary’s business transactions is strictly against policy and should not be accepted. They should be returned to the giver with thanks, and with an explanation that acceptance of gifts is contrary to the policy of Volunteer Calgary.

  It is not, however, a conflict of interest to accept hospitality, entertainment, or gifts of a nominal value, such as advertising, mementos or desk calendars, in recognition and appreciation for a job well done.

If a staff or volunteer receives payment from dealing with outside enterprises then he or she must promptly account for it to the President & CEO. Under no circumstances are staff or volunteers permitted to accept, directly or indirectly, such payment.

In all matters relating to receipt of gifts, common sense should prevail. If in doubt, the matter should be discussed with the President & CEO.

- Fees and Honorarium
  All fees and honorariums received by Volunteer Calgary staff or volunteers for presentations, resource development or training requests pertaining to Volunteer Calgary business, shall be considered as earned income revenue of Volunteer Calgary.

- Government and Community Relations
  Business dealings involving Volunteer Calgary staff or volunteers and government or community officials must be conducted openly, legally and ethically at all times. Staff and volunteers must not behave in a manner that will damage the reputation of any public official, Volunteer Calgary, or its staff and volunteers.
Conflict of Interest Policy (continued)

- **Staff and Volunteers Relationships**
  Staff and volunteers shall avoid any arrangement or circumstance, including personal relationships, which may compromise the judgment and the ability of the staff or volunteer to act honestly, in good faith and in the best interest of Volunteer Calgary.

- **Disclosure of Information**
  Any disclosure or use of information relating to Volunteer Calgary for the benefit, advantage, or profit of either the individual or an outside concern is prohibited.

- **Sales of products/services**
  Any sale of products to clients where the employee or volunteer receives a benefit from the sale is considered a conflict of interest.

- **Any receipt of payment or other consideration from or to another provider of services or other organization for the referral of any applicant or client to such provider of services.**

- **Any directed referral (steering) of agency applicants, clients and their families to any private practices in which the agency’s employees may be engaged.**

- **Any employee and governing board members that have direct or indirect financial interest in the assets, leases, business transactions or professional services of the agency.**

**PROCEDURE**

Any activity that may be perceived or construed as in conflict with the best interests of Volunteer Calgary is prohibited. Should a staff, volunteer or Board member of Volunteer Calgary be perceived or construed as being in a conflict situation, and will not amend his or her actions, the matter will be placed before a committee for resolution.
Conflict of Interest Procedure (continued)

This committee shall comprise a minimum of three (3) persons, one of which shall be the President & CEO of Volunteer Calgary, together with two (2) other persons with appropriate skills to be selected by the President & CEO, one (1) of whom may have a background in legal issues and conflict of interest resolution.

Should an individual become aware of an actual or possible conflict of interest, it is the individual’s obligation to immediately report those concerns to their supervisor.

Any employee or Board member who individually or as part of a business or professional firm is involved in the business transactions or current professional services of Volunteer Calgary, shall disclose this relationship and shall not participate in any vote taken in respect to such transactions or services.

Management will identify the conditions under which it employs personnel who are related to the governing board or employees serving in a governing, administrative or supervisory capacity.

All employees are required to follow the same criteria when working in their own business and within Volunteer Calgary:

- At no time will employees solicit or accept clients for their own business from programs in which they have direct contact at Volunteer Calgary.
- Employees will be asked to resign their position if they solicit clients from Volunteer Calgary.
- All existing conflicts of interest must be disclosed fully and in writing to the Director as soon as they are discovered. A copy will be forwarded to the employee’s personnel file.
- If an employee is uncertain whether a specific situation represents a conflict of interest they should present all relevant information to their Director and obtain written approval to proceed.
- If management determines that a conflict of interest exists or may exist, the employee will be so informed, and will be required to cease their involvement in the situation immediately or terminate employment, unless otherwise notified.
Political Affiliations

STANDARD

Employees and volunteers acting in their official Volunteer Calgary roles are ambassadors of the Volunteer Calgary Vision, Mission, and image. Political activity of charitable organizations is governed through Legislation.

POLICY

Employees and volunteers are free to participate in the political process as individual citizens. All political activity will be guided by the Human Resources Policy Staff Conflict of Interest, will be conducted separate from Volunteer Calgary activities, and will not implicate Volunteer Calgary. Volunteer Calgary resources may not be used for any personal political activity. Where any ambiguity may be perceived, a disclaimer should be made proactively.

PROCEDURE

Any employee or volunteer engaging in political activity that may be mistaken for participation on behalf of the Volunteer Calgary will bring this concern to their supervisor.
Employee-Client Relationship

STANDARD


POLICY

Employees and volunteers of Volunteer Calgary shall maintain a professional relationship with clients.

PROCEDURE

The following principles apply to all situations in Volunteer Calgary:
1) Relationships between employees and clients are not personal relationships.
2) Employees recognize and respect individual client goals, needs, and challenges.
3) Physical, verbal, or sexual abuse of clients or public by employees is not tolerated.
4) Client confidentiality of information is maintained. Staff disclose such confidential information only when authorized or obligated legally or professionally to do so.
5) Employees ensure that outside interests and personal values and feelings do not impair professional judgment, independence, or competence.
6) When a client has a problem or complaint the employee is expected to take immediate and courteous action by directly assisting the client and/or referring them to the appropriate program staff. Employees will refer to a supervisor should a mutually satisfactory resolution not take place.
7) Employees will maintain a separation between their private lives and their professional relationships with clients.
Employee-Client Relationship (continued)

8) Employees do not provide their home addresses or telephone numbers to clients and do not accept telephone calls or visits at their homes from clients.

PROCEDURE

These policies and guiding principles are intended to protect employees, students, volunteers and clients. It is the responsibility of employees, students, and volunteers to ensure that a professional relationship is maintained in their work with those clients and to govern their behavior accordingly. Employees and volunteers who violate these policies will be subject to disciplinary action up to and including termination.
Employee-Volunteer Relationship

STANDARD


POLICY

Employees and volunteers of Volunteer Calgary shall maintain a professional relationship.

Employment Diversity
Volunteer Calgary is committed to providing a work environment that respects all aspects of employment diversity. An environment which enables all staff and volunteers to pursue their careers free of any form of discrimination or harassment contrary to law that violates personal rights, dignity, or integrity.

Discrimination
Volunteer Calgary staff and volunteers are a valuable asset to be treated fairly regarding recruitment, hiring, promotion, compensation, and employment decisions. All terms and conditions of employment shall be made without discrimination based on race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status.

Harassment
Every staff and volunteer is entitled to employment that is free from harassment.
Employee-Volunteer Relationship (continued)

PROCEDURE

Employment Diversity
Everyone at Volunteer Calgary has a role to play in supporting our commitment to diversity and employment equity. Each staff and volunteer, regardless of their position is responsible for applying Volunteer Calgary’s Employment Diversity Policy on an ongoing basis and is expected to treat all other staff and volunteers in a fair and non-discriminatory manner in all employment related dealings.

Discrimination
Volunteer Calgary will make every effort to ensure that it is a representative employer of women and men, members of visible minority groups, people with disabilities and First Nations in all Volunteer Calgary’s operations. Volunteer Calgary will endeavour, where feasible, to eliminate systemic barriers to advancement and/or redress under-utilization of designated groups.

Harassment
Harassment is taken to mean unwelcome conduct, comment, gesture, contact, or intimidating and offensive behavior likely to cause offence or humiliation to any staff or volunteer. It includes, but is not limited to:

- Embarrassing, suggestive or threatening language
- Unwelcome physical contact and or persistent invitations or requests
- Displays of pornographic, racist, sexist, or other derogatory materials
- Persistent and unwelcome remarks pertaining to a person’s body, attire, race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status
- Sexual assault
- Verbal threats and abuse, taunting or teasing

Harassment of any kind is prohibited and will not be tolerated. Any such action may result in disciplinary measures up to and including dismissal.
Harassment

STANDARD

Volunteer Calgary abides by Provincial and Federal Human Rights Laws.

POLICY

Volunteer Calgary is committed to a healthy, harassment free work environment for all employees and volunteers. Volunteer Calgary has developed an organization wide policy intended to prevent harassment of any type including sexual harassment of its employees and volunteers and to deal quickly and effectively with any incident that might occur.

Harassment occurs when an employee, volunteer, or client is subjected to unwelcome verbal or physical conduct because of race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status. Alberta Human Rights laws prohibit harassment in the workplace on these grounds.

PROCEDURE

Volunteer Calgary recognizes that abuse can occur in the workplace between employees, clients, volunteers, and members of the public.

Abusive behavior will not be tolerated in Volunteer Calgary. A partial list of examples of abuse includes:

1) Yelling or raising voice in threatening manner.
2) Using threatening postures, statements, movements, or swearing.
3) Throwing things, breaking things or hitting walls.
4) Slapping, punching, pinching, kicking, choking, pulling hair.
5) Physically restraining, holding, or blocking another against their will.
Harassment Procedure (continued)

6) Sexual harassment.
7) Using silent treatment or refusing to acknowledge others in the workplace.
8) Not addressing conflict directly, respectfully and in a timely manner.
9) Not complying with requests made that fit within the role that you fill in Volunteer Calgary due to a conflict with the person requesting the service.
10) *Failure to share information appropriate for the working relationship you share* with others.
11) Willfully and knowingly behaving in any manner that is upsetting to others in the workplace.
12) Treating anyone differently due to personality, race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status.
13) Derogatory remarks.
14) Jokes, innuendo, or taunts about an employee's appearance, religious beliefs, colour, place of origin, gender, mental or physical disability, ancestry, marital status, family status, source of income, or sexual orientation.
15) Display of sexually explicit or suggestive materials, racist signs or images.
16) Practical jokes that result in awkwardness or embarrassment.
17) Unwelcome invitations or requests, whether indirect or explicit.

**Definition of Sexual Harassment**

Unwanted sexual advances, unwanted requests for sexual favours, and other unwanted verbal or physical conduct of a sexual nature constitute harassment when:

- Submission to such conduct is made either explicitly or implicitly a term of, or condition of, an individual's employment.
- Submission to, or rejection of, such conduct by an individual affects that individual's employment.
Harassment Procedure (continued)

- Sexual harassment can include such things as pinching, patting, rubbing or leering, “dirty” jokes, pictures or pornographic materials, comments, suggestions, innuendos, requests or demands of a sexual nature. The behaviors need not be intentional in order to be considered sexual harassment.

All harassment is offensive and in many cases may intimidate others. It will not be tolerated in Volunteer Calgary.

If you are being harassed:

1) Advise the harasser, either verbally or in writing, in a reasonable and appropriate manner, that his/her behavior is unwelcome and ask him/her to stop.
2) Keep a record of incidents (dates, times, locations, possible witnesses, what happened, and your response). You do not have to have a record of events to file a complaint, but a record can strengthen your case and help you remember details over time.
3) File a complaint. If, after asking the harasser to stop his/her behavior, the harassment continues, report the problem to one of the following individuals: Supervisor, Director, and Chief Executive Officer as appropriate.
4) You also have the right to contact the Alberta Human Rights Commission to file a complaint of sexual harassment and, if circumstances warrant it, a charge of assault may be filed with the Police.

What happens when a complaint is received?

1) Once a complaint is received it will be kept strictly confidential. An investigation will be undertaken immediately and all necessary steps taken to resolve the problem. If appropriate, action taken may include the involvement of a mutually agreed-upon mediator to facilitate a resolution.
2) Both the complainant and the alleged harasser will be interviewed, as will any individuals who may be able to provide relevant information. All information will be held in confidence.
Harassment Procedure (continued)

3) If the matter continues to be unresolved the complainant may request a meeting with the President & CEO. This request must be made in writing, outlining the reasons for the meeting. The President & CEO must action on the request within ten days of the request, and if necessary involve an external mediator to resolve the problem.

4) If the investigation reveals evidence to support the complaint of harassment, the harasser will be disciplined appropriately. Discipline may include suspension or termination, and the incident will be documented in the harasser’s file. No documentation will be placed in the complainant’s file where the complaint is filed in good faith, whether the complaint is upheld or not.

5) If the investigation fails to find evidence to support the complaint, there will be no documentation concerning the complaint placed in the file of the alleged harasser.

6) If the investigation reveals the complaint was lodged intentionally with false accusations, disciplinary action against the complainant, up to and including termination could result.

Regardless of the outcome of a harassment complaint made in good faith, the employee lodging the complaint, as well as anyone providing information, will be protected from any form of retaliation by either co-workers or supervisors. This includes dismissal, demotion, unwanted transfer, denial of opportunities within Volunteer Calgary or harassment of an individual as a result of her/his having made a complaint or providing evidence regarding the complaint.

It is the responsibility of a Director, Manager, or any person within Volunteer Calgary to take immediate and appropriate action to report or deal with incidents of harassment of any type whether brought to their attention or personally observed. Under no circumstances should a legitimate complaint be dismissed or downplayed, nor should the complainant be told to deal with it personally.

Volunteer Calgary seeks to provide a safe, healthy, and rewarding work environment for its employees and volunteers. Harassment will not be tolerated within Volunteer Calgary. If you feel you are being harassed, contact management immediately.
Harassment Procedure (continued)

A complaint must be filed with the Alberta Human Rights and Citizenship Commission within twelve months of the alleged incident.

Alberta Human Rights and Citizenship Commission
Southern Regional Office
Suite 300, 525 – 11 Avenue SW
Calgary, AB T2R 0C9
Phone: 297-6571
Fax: 297-6567
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More information is available at: www.albertahumanrights.ab.ca
Violence in the Workplace

STANDARD

Volunteer Calgary is committed to workplace health, safety, and security for all staff, casual employees, students and volunteers. With this in mind, Volunteer Calgary proclaims “zero-tolerance” for violence. To convey the commitment to non-violence, Volunteer Calgary has developed a workplace violence policy.

Occupational Health and Safety - Violence in the Workplace

POLICY

Workplace violence is any act in which a person is abused, threatened, intimidated or assaulted in the course of employment. Workplace violence includes threatening behaviour, verbal or written threats, verbal abuse and physical attacks.

PROCEDURE

Employees have the right to work in an environment free from violence. In an attempt to create an environment that supports Volunteer Calgary’s goal of “zero-tolerance”, Volunteer Calgary has developed the following guidelines:

- Volunteer Calgary will not tolerate violent behaviour committed by or against any staff, volunteer, student, visitors and guests or individual affiliated with Volunteer Calgary.
- Each member of Volunteer Calgary is responsible for helping to create an environment that is free from workplace violence.
- All Volunteer Calgary staff, contractors, visitors and guests (where possible) shall be made aware of this policy. Volunteer Calgary will make every attempt to communicate its commitment to non-violence and “zero-tolerance” of non-conforming behaviour.
- Employees, members, contractors, visitors and guests are strongly encouraged to report all incidents of violence. All incidents shall be investigated promptly, fairly and effectively. Individuals who believe they have been victims of violence are encouraged to file a complaint. No reprisals will be made against reporting employees.
Violence in the Workplace Procedure (continued)

- Employees of Volunteer Calgary retain the right to refuse services to those exhibiting violence, drunken or aggressive behaviour.
- Counselling support for Employees who are victims of violence is offered through the benefit program.

Reporting Procedures

- Complaints of violence should be reported immediately to a supervisor or the President & CEO.
- Complaints can be made in person, through e-mail or by telephone.
- The complainant will be required to complete a Serious Occurrence Reporting Form recording details of the incident to be submitted to the President & CEO.
- When complaints are brought forward it is imperative that all parties involved maintain confidentiality in an attempt to protect the privacy of all individuals. However, confidentiality may be compromised in cases where it is perceived that imminent danger exists or in cases where it is required by law.

Consequences

Violence is a serious offence.
- Any individuals found to have perpetrated an act of violence may be subject to disciplinary action up to and including dismissal. In addition, individuals may be subject to action under the Criminal Code of Canada.
Liability

STANDARD

Employees, while properly performing their duties, are covered under applicable general liability insurance of Volunteer Calgary.

POLICY

Unless otherwise agreed upon in writing, Volunteer Calgary agrees to hold harmless any present or former employee who in the performance of his or her duties, or acting at Volunteer Calgary’s request,
- was or is a party or was or is threatened to be made a party to any threatened, pending or completed civil, criminal or administrative action, or
- proceeding by reason of having been an employee of Volunteer Calgary, or
- by reason of anything done or not done by the employee in such capacity,
- from and against all costs, charges, expenses (including without limitation, legal expenses), and amounts paid to settle an action or satisfy a judgment or to satisfy any fines levied, actually and reasonably incurred by the employee or former employee in connection with the investigation, defense or appeal of such proceedings, if:
  a) the employee or former employee acted honestly and in good faith with a view to the best interests of Volunteer Calgary, and
  b) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, the employee or former employee had reasonable grounds for believing that his or her conduct was lawful

PROCEDURE

Any threat of legal action against an employee of Volunteer Calgary, for the performance of their duties, is to be reported immediately to the President & CEO.

The Director, Operations takes the appropriate steps to notify the insurance agent. The President & CEO initiates the appropriate investigation and engages the necessary legal counsel.
Liability (continued)

Volunteer Calgary may, prior to the final disposition of the case, upon resolution passed by the Board of Directors, and upon such terms as to reimbursement as the board may deem appropriate, advance funds to or on behalf of the employee or former employee, director or officer, as the case may be, to cover legal and other out-of-pocket expenses incurred by him or her.
Termination of Employment

STANDARD

Volunteer Calgary operates under all applicable Labour Codes and Human Rights Laws.

POLICY

An employee may have their employment terminated for cause or without cause, redundancy of positions, fiscal restraint, and prolonged disability at any time. After payment of entitlements required by Law, the employee does not receive any other benefits from Volunteer Calgary.


PROCEDURE

• Employees who do not pass the probationary period, and those who persist in violating policy and procedures after reasonable support and supervision are given, may be terminated.
• An employee, who is absent from their place of employment without prior approval for more than three consecutive scheduled workdays, is considered to have terminated their employment with Volunteer Calgary. Their vacancy will be posted in the usual manner.
• Requests for references for terminated employees will be directed to the Department Director.
Hours of Work

STANDARD

An employee’s hours of work must be confined to 12 consecutive hours in one workday unless the Director of Employment Standards issues a permit authorizing extended hours of work. Every employer must allow each employee a total of at least 30 minutes of rest, paid or unpaid, during each shift in excess of 5 hours of work. One day of rest will be allowed in each workweek, 2 consecutive days of rest for 2 consecutive weeks of work.

Alberta Employment Standards: Division 3 “Hours of Work” Section 16 – 20

POLICY

Hours of work will be scheduled and will normally provide for:

- Two full days off per week.
- Normal hours of work are 9:00 a.m. to 5:00 p.m., Monday to Friday, including a one (1) hour lunch break, representing seven (7) working hours per day, 35 hours per week. Regular working hours may vary from the above, with the approval of the President & CEO.

PROCEDURE

Working hours will be discussed with potential employees and form part of the Employment Agreement.

Changes to work hours may occur after discussing the change with the employee and providing a reasonable time to adjust prior to implementing the new hours (Minimum two weeks).

Volunteer Calgary supports the principle of a flexible working schedule. Supervisors, at their discretion, may implement and administer flexitime, wherever practical. See also Overtime – Employees and Overtime – Management.
Tracking Time

STANDARD

Funders of Volunteer Calgary require information on employee’s contributions of time, as well as a range of services that employees provide.

POLICY

The supervisor is responsible for reviewing employee’s time sheets for accuracy prior to passing them to the IT Support Specialist for Volunteer Calgary records.

PROCEDURE

To keep statistical reports current, as requested by the President & CEO, time must be entered into VCDC within five working days of the following month.
**Compensation - Claimable Expenses**

**STANDARD**

Employees will not subsidize operations through personal expense for job specific approved activities.

**POLICY**

**Expenses**

Approved, budgeted, out-of-pocket expenses of staff members should be submitted within 30 days of the expense being incurred. Reimbursement will be made within 30 days or prior to December 31 for the fiscal year-end. Expense claims must have all receipts attached and be approved by the supervisor.

**Automobile Expenses**

Employees who are expected to use their own vehicle for Volunteer Calgary business will be compensated. Employees who are to be compensated shall be expected to carry a valid driving license and vehicle insurance at a minimum level of $1,000,000 inclusive limit, for bodily injury and property damage. A Personal Vehicle Indemnification form must completed and submitted to the supervisor.

Employees incurring automobile mileage on Volunteer Calgary business will be paid at the rate of 35 cents per kilometre where such travel provides for efficiency and the best use of time.

Employees will be reimbursed for parking costs while attending meetings on Volunteer Calgary business. Metered or the lowest cost alternative should be used.

Volunteer Calgary will not be responsible for parking tickets or moving violations incurred while the employee is on Volunteer Calgary business.
Compensation – Claimable Expenses Policy (continued)

When budgets permit, employees who have a business purpose to use their cars throughout the day will have all or a portion of their monthly parking expenses paid for.

Advances

In order that an employee will not have to extend significant personal funds to cover reimbursable expenses (e.g., while travelling), the staff member may request an advance to be approved by the supervisor. Remaining funds and receipts are to be returned to Volunteer Calgary upon return to work (maximum five business days).

Organization Memberships

Membership fees in organizations, which are job related or important to an employee’s function within the Volunteer Calgary, may be paid in part or in full, subject to the Director’s approval. However, costs related to meetings in these organizations will be paid by Volunteer Calgary only if an employee is specifically requested by Volunteer Calgary to attend in her/his capacity as an employee of the organization.

PROCEDURE

The employee will retain all receipts for expenses to be claimed and submit with completed Expense Claim Form to their supervisor within 30 days of the expense being incurred, or prior to Fiscal year-end, which is December 31. Failure to provide a receipt in the time allotted may void the reimbursement.

If an employee wishes to request an advance for expected and approved expenses they will submit a Cheque Request Form to their supervisor outlining the amount requested and the purpose for the expense.

If an employee wishes to assist the organization they are requested to submit the appropriate receipts and expense forms, be reimbursed for approved out-of-pocket expenses, and then the employee may choose to make a donation of any size to the organization.
**Compensation - Other Employment**

**STANDARD**

Volunteer Calgary employees will carry out their duties with attention to the highest degree of ethical rigour.

**POLICY**

Given that employees are required to have a high level of expertise and knowledge as part of their role and function at Volunteer Calgary, it is understood that this expertise might be sought out by others in the community. However, to ensure that the best interests of Volunteer Calgary are protected, its reputation within the community is not jeopardized, and to make this expertise available, the following guidelines are to be observed:

**Training/Teaching**

1) When Volunteer Calgary has contracted with the accredited educational institution to deliver training, the revenue shall be given to Volunteer Calgary and staff will consider this as part of their position description.

2) Independent teaching through an accredited educational institution will not be considered a conflict of interest when teaching is unrelated to Volunteer Calgary offerings. Staff members contributing in this manner will use vacation or lieu time hours to prepare and deliver teaching materials.

3) When an employee has been invited to offer training or consultation because of his or her professional qualifications, and the workshop, presentation, or consultation could be considered to be in competition with the business of Volunteer Calgary, the employee shall request written permission of the President & CEO prior to accepting the engagement. If approved, preparation for the workshop/presentation must be done outside normal working hours. If Volunteer Calgary materials or equipment are used in preparation or delivery and approved by the President & CEO, the individual must reimburse Volunteer Calgary for the value of such materials and any real costs incurred.
Compensation – Other Employment Policy (continued)

Speaking Engagements

1) When asked to serve as a speaker, as part of their role at Volunteer Calgary, during business hours, the individual may claim relevant expenses.
2) When asked to serve as a speaker, as part of their role at Volunteer Calgary, during evenings or weekends, relevant expenses and lieu time may be claimed subject to the approval of the President & CEO of Volunteer Calgary.
3) When asked to serve as a speaker during regular business hours, outside of their role at Volunteer Calgary, outside the geographical boundaries of Volunteer Calgary or as part of other function or activity, the individual shall use vacation or lieu time hours subject to the approval of the President & CEO of Volunteer Calgary, or designate. Expenses incurred are the responsibility of the individual.

Conferences

1) When asked to serve as a conference presenter, with costs being covered by Volunteer Calgary as part of an educational experience, the individual shall use vacation or lieu time for the presentation and preparation of all materials.
2) When asked to serve as a conference presenter representing Volunteer Calgary, justification of the relevancy and cost efficiency shall be submitted to the President & CEO or designate for approval. This may be considered as part of the individual’s position description, upon approval of the President & CEO of Volunteer Calgary, or designate.

Honoraria

1) When an employee has been invited to participate as a representative of Volunteer Calgary, the honorarium shall be paid to Volunteer Calgary.
2) When the staff member is not representing Volunteer Calgary:
   • is using vacation, lieu or personal time;
   • is teaching through an accredited institution;
   • is performing a service not provided by Volunteer Calgary; and is complying with all conflict of interest and confidentiality guidelines,
Compensation – Other Employment Policy (continued)

the honorarium or payment shall be the property of the staff member. In the case where a situation arises that is not addressed by the Conflict of Interest or Confidentiality policies, the issue will be brought to the attention of the individual’s immediate supervisor for resolution. If resolution cannot be achieved, the issue shall be taken to the President & CEO of Volunteer Calgary, through the appropriate channels, for resolution.

3) When an employee has been invited to participate because of his or her professional qualifications, and the workshop/presentation could be considered to be in competition with the business of Volunteer Calgary, the employee shall request written permission of the President & CEO prior to accepting the engagement. Preparation for the workshop/presentation must be done outside normal working hours. If Volunteer Calgary materials or equipment are used in preparation or delivery, the individual must reimburse Volunteer Calgary for the value of such materials and any real costs incurred.

Gifts

Employees may, from time to time, be offered gifts from persons with whom they have contact during the course of their duties with Volunteer Calgary. Gifts of a nominal value given in the spirit of appreciation for a job well done are normally acceptable. In all matters relating to receipt of gifts, common sense should prevail. In case of doubt, the matter should be discussed with the President & CEO.

PROCEDURE

If an employee is unclear how a particular situation is affected by this policy they should request clarification from their supervisor.
Compensation - Assuming Acting Position

STANDARD

Volunteer Calgary will endeavour to promote the development and learning of existing employees through encouraging employees to apply for and assume acting positions that they are qualified for.

POLICY

All acting appointments must be pre-approved by the President & CEO.

Department Directors may, at their discretion, appoint existing employees to acting positions with the employee’s agreement.

Any employee who assumes an acting role for longer than three months that is in a position at a salary level higher than their current position may be compensated according to the higher salary scale. The amount of the increase is negotiated with the Director and is in place only as long as the employee is in the acting position.

Assuming an acting position that is equivalent to the existing salary scale may not warrant an increase, however an employee’s salary may not be reduced if assuming a position with a lower salary scale than they currently hold.

PROCEDURE

All acting positions must be documented outlining duties, timeframe, and salary change if applicable.

Written documentation must be signed by both the employee and the Director and must outline that upon completion of the acting role the employee returns to their previous position and salary level.
Compensation - Salaries

STANDARD

Volunteer Calgary will endeavour to attract and retain outstanding employees.

POLICY

Salary Budget

The President & CEO is responsible for approving the total salary budget.

Establishment of Salaries

The Volunteer Calgary Salary Scale outlines the optimal range of salaries for all employees of the organization. The Salary Scale is based on the median salaries of comparable organizations and roles.

All salaries offered to employees must be pre-approved by the President & CEO and are subject to budget and funding constraints.

Management reviews the Salary Scale annually.

Employees on Call

Employees who are asked to provide “on call” services may be compensated at the discretion of the supervisor and as required by the Employment Standards Code.

Promotion and Increase in Salary – Performance Evaluation Review

Increases to salaries of employees may be considered upon completion of the Probationary Period and during the employee’s Annual Performance Evaluation. Increases to the salary of any employee must be pre-approved by the President & CEO.
Compensation – Salaries Policy (continued)

End of Probationary Period

In order to ensure mutual satisfaction on the part of both the employee and the Volunteer Calgary, after three months of employment, there will be an evaluation review. If the evaluation is satisfactory, the employee’s probationary period ends. Any termination of employment is subject to meeting the conditions outlined in the Alberta Employment Standards Code.

PROCEDURE

Supervisors may request approval for offering a salary to a potential employee through submitting the Hiring Package Forms to the Payroll staff.

All requests for approval for salaries greater than the maximum allowable in the Salary Scale must be accompanied by written documentation outlining the justification for the salary.

All positions in Volunteer Calgary are compared to the annual Norfolk Report. In the case of positions that do not match any of the Norfolk positions, the supervisor may add a new position and scale to the Salary Scale by submitting a market comparison of, at minimum, five comparable organizations in Calgary for approval by the Human Resources staff member.
Use of Equipment and Services

STANDARD

Volunteer Calgary will endeavour to attract and retain outstanding employees.

POLICY

Office equipment is available with approval of the supervisor to employees of Volunteer Calgary for personal use. However, costs associated with this service must be reimbursed to Volunteer Calgary in a timely manner.

Equipment available includes computers, photocopier, facsimile machine, printers, telephones and postage meter.

Use of Internet or E-mail

Staff and volunteers are representing Volunteer Calgary when they use the Internet and Volunteer Calgary provided e-mail. Staff and volunteers are obligated to use these tools in an effective, professional, responsible, ethical and legal manner, and only for the benefit of Volunteer Calgary. Staff and volunteers are prohibited from using the Internet related systems to access or to download any material of a sexually explicit nature or other inappropriate materials.

Other prohibited uses include hacking and sending material that is threatening, obscene, hateful or otherwise inappropriate.
Use of Equipment and Services Policy (continued)

Non Volunteer Calgary Work Related Activity

An employee of Volunteer Calgary wishing to utilize the resources of Volunteer Calgary outside the normal working hours, should be aware of the potential dangers of allowing the general public access to Volunteer Calgary’s offices during this time.

PROCEDURE

Reimbursement Schedule for expenses:

Postage
- Regular letter - Regular Postage Rate at cost plus GST.
- Meter Rates for all other sizes and weights at cost plus GST.
- Reimbursement shall be made to the Customer Service Representative.

Phone calls
- Long Distance Telephone Calls at cost plus GST.
- Reimbursement shall be made to the Customer Service Representative.

The Customer Service Representative shall be informed of all long distance telephone calls made of a personal nature. The employee shall be billed at cost, approximately one month after the placement of the call.

Any staff or volunteer who receives prohibited material via the internet/email is obligated to advise the sender to cease and desist.

Should a member of the general public wish to gain access to Volunteer Calgary’s office and is not a member of Volunteer Calgary, or is unknown by the employee, access shall be denied.
Leave of Absence

STANDARD

Volunteer Calgary follows all Alberta Employment Standards and Human Rights Legislation.

POLICY

Compassionate Leave

Paid leave of absence shall be granted at the President & CEO’s discretion.

- Time off with pay to a maximum of three (3) working days (and up to an additional two (2) days for travel) may be granted to an employee faced with the loss of an immediate family member, or a similar family emergency. Immediate family is defined as:
  - Spouse and Common-law spouse, including same-sex partners
  - Parents and Parents-in-law
  - Siblings and their Spouses
  - Children/Stepchildren and their Spouses
  - Grandparents/Grandchildren
  - Legal Guardians

- It is at the discretion of the President & CEO to grant time off with pay for an employee wishing to attend the funeral of a close or personal friend. The needs of Volunteer Calgary, and the job in particular, must be considered.

Sick Leave

- Employees acquire sick leave at the rate of up to 1-1/2 days per month, which may be accrued to a maximum of 60 working days.
- Abuse of sick leave may result in disciplinary action up to and including termination.
Leave of Absence Policy (continued)

- All employees unable to attend work due to sickness shall inform their supervisor promptly, but preferably prior to the commencement of the working day. Directors have the right to request a medical certificate for sick leave taken if such leave exceeds three working days, or is deemed to be excessive or repetitive.
- Accumulated sick leave can be used in the case of illness of children or family members, up to a maximum of five days per year. Directors have the right to request a medical certificate.
- Sick leave for salaried part-time employees will be accrued on a pro-rated basis (e.g. half-time employees would be half of 1-1/2 days per month to a maximum of 30 days). This does not apply to part-time employees paid on an hourly basis.
- During extended sick leave (1 month or more) the employee does not continue to accrue sick days. The accrual resumes when the employee returns to work.
- Eligible employees who are absent from work due to illness or disability will continue to receive full pay up to a maximum of sixty (60) calendar days for the same illness.
- Eligible employees who are absent from work due to illness or disability for sixty (60) calendar days or more will be covered under Volunteer Calgary’s Long Term Disability Plan.

Leave without Pay

In order to maintain the level of services offered by Volunteer Calgary, requests for leave of absence without pay must be submitted in writing as early as possible to the department Director for referral to the President & CEO for consideration. Full costs of all benefits will be borne by employees on leave without pay for more than 10 working days. During this time the employee shall be entitled to retain any sick leave and pension rights accumulated prior to leaving.
Leave of Absence Policy (continued)

Study Leave (Without Pay)

All employees should keep abreast of educational advances in their own fields. Request for leave to attend courses, summer school, etc., with a view to improving competence and skill, must be made in writing to the department Director for approval of the President & CEO. If financial assistance is required, each request will be considered on its own merit within the limitations of the Volunteer Calgary budget. Under certain circumstances external financial aid may be obtained (government funds, etc.). During this time the employee shall be entitled to retain any sick leave and pension rights accumulated prior to leaving. The President & CEO and the employee may negotiate costs of benefits.

Compassionate Care Leave

This is an Employment Insurance Benefit for eligible workers who have to be away from work temporarily to provide care or support to a family member who is ill with significant risk of death. Approval for Compassionate Care Leave and whether the Leave, if granted, is paid or unpaid will be dealt with on a case by case basis by the President & CEO.

Leave for Jury Duty

If an employee is called for jury duty or summoned or subpoenaed as a witness, the employee will be regarded as on an unpaid leave of absence for the duration of the case. He/she shall be re-instated in the position previously occupied at the start of the jury duty, or will be reinstated in work of a comparable nature with the same salary, benefits and seniority.

Leave for Other

The President & CEO may approve unpaid Leave of Absence for such items as:
- Marriage
- Travel
- Other personal matters.
Leave of Absence - Maternity and Parental Leave

STANDARD

An employee must be employed with the employer for 52 consecutive weeks to receive this benefit. Maternity leave entitlement is six (6) weeks minimum to a maximum of 15 weeks. The employee must give six (6) weeks notice to the employer of the start date of maternity leave. In the event prior notice is not given, the employee is entitled to maternity leave if the employer is provided with a medical certificate.

Parental leave must be requested by the employee with at least six (6) weeks written notice and will be granted by the employer for a period of not more than 37 consecutive weeks:

- Immediately following last day of maternity leave,
- Within 52 weeks after the child’s birth,
- Within 52 weeks after the child is placed with adoptive parents for purpose of adoption.

The employee must give the employer four weeks written notice of date they intend to resume work. The employer will reinstate the employee in the position occupied immediately prior to maternity or parental leave, or provide the employee with alternative work comparable in nature.

Alberta Employment Standards: Division 7 “Maternity Leave and Parental Leave” Section 45 – 53

POLICY

Full-time and part-time employees with 52 consecutive weeks of employment are entitled to the following leave:

- Birth mother – 52 consecutive weeks of unpaid job-protected leave consisting of two (2) weeks benefit waiting period, 15 weeks maternity leave and 35 weeks parental leave. Leave to begin any time within 12 weeks of estimated date of delivery.
Leave of Absence - Maternity and Parental Leave Policy (continued)

- Non-birth parents and adoptive parents – 2 weeks benefit waiting period, 35 consecutive weeks of unpaid, job-protected parental leave. Total leave cannot exceed 37 weeks. Leave to begin by either parent on the day he/she takes custody of the child, but must be completed within 52 weeks of birth or adoption placement date. Where both parents are employed by Volunteer Calgary, only one parent is entitled to the leave.
- The employee must give Volunteer Calgary at least four weeks written notice of start date of maternity or parental leave unless a valid reason exists for shorter notice. The employee will submit a medical certificate that states she is pregnant and the estimated date of delivery. The supervisor will provide the employee with a letter outlining the terms and conditions of the maternity / parental / adoption leave.
- A pregnant employee may be granted leave with pay prior to the delivery date or thereafter to a maximum of 60 days (as per our sick leave policy), if the employee’s physician states that continued employment is not advisable due to health factors.
- The employee must give at least four (4) weeks written notice of the date they intend to return to work or to change their originally intended return date. Volunteer Calgary is not required to reinstate an employee until 4 weeks after receipt of this notice.
- Where an employee fails to provide this notice, or fails to report to work the day after their leave ends, the employer is under no obligation to reinstate the employee unless the failure is the result of unforeseen or unpreventable circumstances.
- Employees are required to provide four weeks written notice if they do not intend to return to work after leave ends.

Volunteer Calgary will not dismiss, suspend, lay-off, demote or discipline an employee because she is pregnant or takes, or intends to take, maternity leave. Employees shall be reinstated in the same or comparable position with the same salary and benefits upon return from leave.

Upon request, the employee shall be kept informed of any employment, promotions or training opportunities for which he/she is qualified.
Leave of Absence - Maternity and Parental Leave Policy (continued)

Employees are entitled to retain sick leave and pension rights accumulated prior to leave. Should the employee wish to retain benefits while on leave, the full cost of all benefits will be borne by the employee, except for that portion of leave which is deemed by a physician to be health related.

Whether the employee chooses to retain or waive benefits, this request must be submitted, in writing, to the Director, Finance, prior to the start of leave. If the former is chosen, post-dated cheques to cover the cost of premiums must be submitted with written request. Once this request has been made, it cannot be changed.

An employee who is serving a probation period shall complete the remainder of the probation period upon return to work.

PROCEDURE

Employees who wish to access this benefit should contact their supervisor.

For information on pregnancy and non-pregnancy related illness, refer to Policy Sick Leave During Maternity and/or Parental Leave.
Leave of Absence - Sick Leave During Maternity / Parental Leave

STANDARD

An employee who does not give the employer prior notice of maternity leave before starting it is still entitled to maternity leave if, within two (2) weeks after she ceases work, she provides the employer with a medical certificate indicating (1) inability to work due to medical pregnancy related medical condition and (2) estimated or actual date of delivery.

*Alberta Employment Standards: Division 7 “Maternity Leave and Parental Leave” Section 48*

POLICY

If an employee is required to leave work prior to giving adequate notice, due to pregnancy related illness, she remains eligible for maternity leave if a physician’s note is provided outlining medical condition and estimated or actual date of delivery.

Volunteer Calgary will recognize a pregnancy related sick leave prior to, or during a maternity leave under the following parameters:

- The employee requests the sick leave be treated separate from the maternity leave AND
- A physician’s note is provided to Volunteer Calgary, which indicates that the pregnancy related illness should be considered separate from the maternity leave and approximate time frame for the illness.
- The sick leave benefit paid to employees during a Maternity leave will not exceed the amount of sick leave the employee has accrued according to hours previously worked.
- Unpaid sick leave may be requested by the employee if their illness extends beyond the number of sick days accumulated.
Sick Leave During Maternity / Parental Leave (continued)

PROCEDURE

The employee will request information regarding how much sick leave they have accumulated from their supervisor.

The employee will provide their supervisor with a written request for taking sick leave before or during a maternity leave in addition to a physician’s note indicating the illness is to be considered separate from the maternity leave and the estimated time frame for the sick leave.

The employee will be responsible for informing Volunteer Calgary of any changes to the length of the sick leave.
Unable to Work due to Factors Outside of Volunteer Calgary Control

STANDARD

Alberta Employment Standards Code.

POLICY

Volunteer Calgary does not pay employees for days that are not worked due to factors outside of the employer’s control (i.e. inclement weather, transit strikes, forced closure of building, etc.) Time away due to illness, vacation, or approved leave is not applicable in this policy.

PROCEDURE

Employees must contact their supervisor immediately after it is apparent that they will not be able to come to work.

Employees are encouraged to discuss alternative options to pay reduction for missed work with their supervisor such as taking a vacation day, time off in lieu of overtime, or working additional hours to make up for lost time.
Overtime - Employees

STANDARD

Work hours that exceed 8 hours in a day and 44 hours in a work week must be compensated with pay at least 1.5 times that of the employee’s wage rate unless there is an overtime agreement in place. Time off in lieu of overtime pay will be provided at the employee’s wage rate at a time that the employee could have worked and received wages from the employer. Paid time off in lieu of overtime pay will be taken and paid to the employee within 3 months of the end of the pay period in which it was earned.

Alberta Employment Standards: Division 4 “Overtime and Overtime Pay” Section 21 – 24

POLICY

This policy applies to Administrative employees only (Refer to Definition of Employees policy in Classifications section of the Human Resource Policy & Procedure Manual).

Normal hours of work are 9:00 a.m. to 5:00 p.m., Monday to Friday, not including a one (1) hour lunch break (30 minutes paid, 30 minutes unpaid), representing seven (7) working hours per day, 35 hours per week. Regular working hours may vary from the above, with the approval of the President & CEO.

All overtime must be authorized by the employee’s supervisor prior to incurring the overtime.

Hours worked in excess of 7 hours a day or 35 hours per week can be compensated with time off in lieu of pay (one hour of lieu time will be granted for each hour of overtime worked).

All time off in lieu of overtime should be taken within 30 days of the end of the pay period in which it is earned. Lieu time cannot be added to vacation allotment to augment time away from work unless it remains within the 30-day timeframe.
Overtime - Employees Policy (continued)

Time off in lieu must not negatively affect operations and existing resources will be used to cover off the duties of this position in the employee’s absence.

Staff members wishing to attend or present at weekend conferences, presentations, training sessions, etc., shall submit their request together with a “value added” justification and associated costs, or projected revenues, to the President & CEO, or designate, for approval.

Management is exempt from this policy. See Policy Overtime – Management.

PROCEDURE

Prior to incurring overtime, an Administrative employee must receive authorization from their supervisor.

Overtime hours worked and taken off in lieu is to be managed in conjunction with the employee’s supervisor.

Overtime will not be paid out, as per the Individual Overtime Agreement, without President & CEO approval.
Overtime – Management

STANDARD

Management is exempt from Alberta Labour Standards Overtime Legislation.

POLICY

Normal hours of work are 9:00 a.m. to 5:00 p.m., Monday to Friday, not including a one hour lunch break (30 minutes paid, 30 minutes unpaid), representing seven working hours per day, 35 hours per week. Regular working hours may vary from the above, with the approval of the President & CEO.

Management required to work outside normal hours may with their supervisor’s approval, shift hours of work in the week prior or following to avoid excessive overtime accumulation.

Management shall be eligible for one seven-hour flex day per month provided a minimum of seven hours of overtime has been accumulated during that month. The flex day must be taken during the same month or the month following the overtime, or the flex day is forfeited.

There is no guarantee for Volunteer Calgary Management that flex time will be granted to the full extent of overtime hours worked.

Flex time taken must not negatively affect operations and existing resources will be used to cover off the duties of the management member’s absence.

Flex time cannot be used to augment vacation time unless it occurs within the above noted timeframe.
Overtime – Management Policy (continued)

Staff members wishing to attend or present at weekend conferences, presentations, training sessions, etc., shall submit their request together with a “value added” justification and associated costs, or projected revenues, to the President & CEO, or designate, for approval.

PROCEDURE

Management staff, in consultation with their supervisor, will manage lieu time and/or flex time.
Benefits

STANDARD

Volunteer Calgary will endeavor to attract and retain outstanding employees.

POLICY

All family benefits shall include families of common-law and same-sex relationships, i.e. partners/children. This benefit policy is superseded by the Employee Benefits Agreement, which is subject to change.

Pensions

1. Canada Pension Plan

Participation in the Canada Pension Plan is compulsory for all employees. Contributions are calculated according to Canada Revenue Agency Taxation guidelines and tables.

2. Group Registered Retirement Savings Plan (Open Access Ltd.)

After one (1) year of employment with the Volunteer Calgary all regular, full-time employees have the option and are encouraged to join Volunteer Calgary Registered Retirement Savings Plan.

For employees who choose to participate after their first year, Volunteer Calgary will match the following amounts:

- 2% of gross salary matched during 2nd year of employment
- 3% of gross salary matched during 3rd year of employment
- 5% of gross salary matched during 4th and subsequent years of employment

The Volunteer Calgary portion is a taxable benefit.
Benefits Policy Pensions (continued)

Employees will have immediate vesting of all funds contributed by the employee and Volunteer Calgary.

Employees are responsible for providing direction to the Trustee with respect to the allocation and investment (among the investment options available to Plan participants) of both their own contributions and Volunteer Calgary’s contribution.

Employees may contribute more than will be matched by Volunteer Calgary, subject to the maximum allowable under the Income Tax Act. Specific arrangements should be made with the President & CEO and Accounting.

For employees who choose NOT to participate after one year, Volunteer Calgary will contribute 1% of gross salary to the employee.

Alberta Health Care

Participation in the Alberta Health Care Plan is compulsory, unless covered by dependant status in another plan, starting three months after commencement for:

1. Full-time employees who work 35 hours a week or who are authorized by President & CEO to work extended hours.

2. Part-time employees who work an average of 17.5 hours a week per year.

Employees may include spouses and other dependants where they are not covered by another plan. The cost of the plan is paid 50% by the employee and 50% by the Volunteer Calgary. The Volunteer Calgary portion is a taxable benefit.

Workers’ Compensation

All employees disabled through injury received while on Volunteer Calgary business may be covered under the Workers’ Compensation Act (Province of Alberta). Accidents must be reported immediately to the employee’s supervisor.
Benefits Policy (continued)

Group Insurance

Participation in the Group Insurance plan (Alberta Blue Cross) is compulsory and starts three months after commencement (except for Dental Coverage which starts six months after commencement) for the following:

1. Salaried and part-time employees who work 35 hours a week or who are authorized by President & CEO to work extended hours.

2. Salaried and part-time employees who work an average 17.5 hours week per year.

This insurance covers Term Life, Accidental Death and Dismemberment, Dependent Life Insurance, Long Term Disability, Major Medical and Dental Expenses. (May be exempted from medical and dental if covered by another plan.) Volunteer Calgary covers 50% of the premiums, with the employee paying the full premium on the Long Term Disability, and employees with dependents contributing to the additional coverage for the Term Life Insurance.

Premiums will not be covered by Volunteer Calgary during long-term disability.

The premium for Dental Expenses is paid 50% by the employee and 50% by the Volunteer Calgary. All benefits cease on termination of employment or retirement. For termination without cause, benefits will continue to be provided during the working notice period except where termination pay is being given in lieu of notice and then benefits will cease immediately.

PROCEDURE

Employees should consult with their supervisor and the Volunteer Calgary staff member responsible for benefits administration to ensure appropriate benefit coverage.
Benefits Policy (continued)

Employees anticipating or experiencing any change to employment status, (i.e. leave of absence, maternity leave, layoff, changed position, change in hours) should consult with their supervisor and the Volunteer Calgary staff member responsible for benefits administration.
Vacation

STANDARD

A full-time employee is entitled to a minimum annual vacation of 2 weeks for each of first four years of employment and 3 weeks after five consecutive years and each year of subsequent employment.

Annual vacation must be provided in one unbroken period 12 months after an employee becomes entitled to it. Vacation may be provided in two or more periods, upon written request by employee. Each vacation period must be at least one day long.

For each week of vacation, the employer must pay a monthly paid employee vacation pay at least equal to the employee’s wages for normal hours of work in a work month divided by $4\frac{1}{3}$. A non-monthly paid employee will receive vacation pay equivalent to 4% of the employee’s wage for 2 weeks entitlement and 6% for 3 weeks entitlement.

Vacation pay must be paid no later than the next regularly scheduled payday after the vacation commences.

Alberta Employment Standards: Division 6 “Vacations and Vacation Pay” Section 34 – 44

POLICY

The vacation year is defined as the 52-week period commencing January 1 and ending December 31.

All regular employees are eligible for paid vacation. Vacation time is accrued from the employee’s first working day. Volunteer Calgary reserves the right to increase vacation eligibility as a portion of a compensation package that may supersede the actual rate, but may not exceed the maximum limit for the position.
Vacation (continued)

Regular full-time staff

Regular full-time staff will accrue vacation time based on the following scale. Vacations will be pro-rated for employees working less than 35 hours per week.

Regular part-time staff

The number of vacation days will be six percent (6%) of the days worked per annum.

Temporary staff

Vacation entitlement shall reflect the minimum vacation entitlement as defined in the Employment Standards Code of Alberta. Non-salaried part-time employees earn 4-6% of their earnings as vacation pay.

President & CEO

The President & CEO will accrue vacation time based on the following scale.

<table>
<thead>
<tr>
<th>Base Vacation Entitlement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Management</td>
</tr>
<tr>
<td>President &amp; CEO</td>
</tr>
<tr>
<td>Director, Operations</td>
</tr>
<tr>
<td>Director, Fund Development and Communications</td>
</tr>
<tr>
<td>Director, Finance</td>
</tr>
<tr>
<td>Manager, Communications</td>
</tr>
<tr>
<td>Manager, Member Services</td>
</tr>
<tr>
<td>Manager, Training</td>
</tr>
</tbody>
</table>
## Vacation (continued)

<table>
<thead>
<tr>
<th>Position</th>
<th>Annual Earned Vacation Entitlement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Years 1 &amp; 2</td>
</tr>
<tr>
<td>Manager, Volunteer Services</td>
<td>15 Days</td>
</tr>
<tr>
<td>Manager, Community Leadership Development</td>
<td>15 Days</td>
</tr>
<tr>
<td>Administration/Support</td>
<td></td>
</tr>
<tr>
<td>IT Support Specialist</td>
<td>15 Days</td>
</tr>
<tr>
<td>Executive Assistant</td>
<td>15 Days</td>
</tr>
<tr>
<td>Librarian</td>
<td>15 Days</td>
</tr>
<tr>
<td>Communications, Training and Fund Development</td>
<td>15 Days</td>
</tr>
<tr>
<td>Assistant</td>
<td></td>
</tr>
<tr>
<td>Administrative Assistant, Community Leadership</td>
<td>15 Days</td>
</tr>
<tr>
<td>Development</td>
<td></td>
</tr>
<tr>
<td>Program Coordinator, Volunteer and Member</td>
<td>15 Days</td>
</tr>
<tr>
<td>Services</td>
<td></td>
</tr>
<tr>
<td>Community Volunteer Liaison</td>
<td>15 Days</td>
</tr>
<tr>
<td>Customer Service Representative</td>
<td>15 Days</td>
</tr>
</tbody>
</table>
Vacation (continued)

PROCEDURE

- All vacation requests must be submitted to the supervisor and the President & CEO, or designate, for approval.
- Vacation requests of five (5) working days or more must be submitted in writing, using the Vacation Request Form, to the supervisor and the President & CEO for approval, one (1) month prior to the intended start of the vacation period.
- Vacation time is accrued from date of hire. New employees must have completed three months employment prior to taking any vacation days. Payment in lieu of vacation is not authorized.
- If a Statutory holiday falls within a vacation period, employees are entitled to an additional day off.
- Other Volunteer Calgary full and part-time service may be considered when computing vacation entitlement. All accrual will be calculated in proportion to the full-time equivalent.
- Management reserves the right to schedule alternative vacation periods based on operational and business needs.
- Upon termination of employment, the employee shall receive vacation pay in lieu of all vacation earned but not taken.
- If, at the time of termination, an employee has taken more vacation in the vacation year than was earned, Volunteer Calgary may reduce the employee’s final pay cheque by the amount of vacation taken.
Vacation - Vacation Carry Over

STANDARD

Volunteer Calgary ensures that all vacation earned by employees is used to support work/life balance.

POLICY

It is the joint responsibility of management and each employee to ensure that earned vacation is taken each year. Vacation Entitlement is accrued from date of hire and is outlined in the Volunteer Calgary Policy - Vacation.

Carry over of vacation days into the next calendar year requires prior approval of the Director and/or President & CEO. The circumstances justifying this special consideration must be exceptional and well documented. A Vacation Carry Over Request Form must be submitted to the Director 30 days prior to end of the calendar year.

If approval for carry over is not given the supervisor will provide a minimum 2 weeks written notification of the start of the remaining vacation days. The employee will take the remaining vacation at that time.

Payment will not be made in lieu of unused vacation. If for any reason employment is terminated, the accumulated vacation time may be paid to the employee.

PROCEDURE

- Employees should plan their annual vacation in consultation with immediate supervisor to ensure there are sufficient accrued vacation days and that there are adequate resources to cover off job duties during vacation leave.
- To request vacation time the employee will complete the Vacation Authorization Form and submit to their supervisor.
Statutory Holidays

STANDARD

The following are general holidays in Alberta:

a) New Year’s Day,
b) Alberta Family Day,
c) Good Friday,
d) Victoria Day,
e) Canada Day,
f) Labour Day,
g) Thanksgiving Day,
h) Remembrance Day,
i) Christmas Day,
j) any other day designated, by regulation, as a general holiday by the Lieutenant Governor in Council, and
k) any other day designated as a general holiday under an agreement between an employer and employees, or otherwise designated as a general holiday by an employer.

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POLICY

The following eleven (11) holidays are recognized by Volunteer Calgary:

New Year’s Day
Alberta Family Day
Good Friday
Victoria Day
Canada Day
August Civic
Labour Day
Thanksgiving Day
Remembrance Day
Statutory Holidays (continued)

Christmas Day
Boxing Day

Where any statutory holiday falls on a regularly scheduled day off, the workday next following is in lieu of a holiday.

Religious Holidays

When an employee regularly observes religious holidays on days other than those included above, arrangements will be made whenever possible, to enable an employee to observe such days in exchange for the above listed days to a maximum of 11 days.
Personal Belongings

POLICY

Volunteer Calgary does not accept responsibility for an employee or volunteer’s personal belongings, which become lost or stolen.

PROCEDURE

- All thefts or disappearances should be brought to a supervisor’s attention.
- If theft of personal or Volunteer Calgary property becomes a concern, Management may issue a memo warning employees, volunteers, and clients.
- Significant thefts of any kind should be reported to Police.
Dress Code

STANDARD

Volunteer Calgary strives to be a professional working environment at all times and present a positive image to clients and the public.

POLICY

Employees and volunteers are expected to wear attire suitable for the season and activity they engage as generally accepted by their profession.

PROCEDURE

- Supervisors will discuss this policy with each new employee.
- The Manager, Volunteer Services will discuss this policy with each new volunteer.
Staff Development

STANDARD

The agency encourages professional development that provides opportunities for employees to improve their knowledge, skill and ability.

POLICY

Volunteer Calgary provides opportunities for employees to improve their knowledge, skill and ability within budget limitations.

The identification of annual training/development needs and expenditures will occur in conjunction with Volunteer Calgary’s annual budget in order to allocate funds for professional development appropriately.

PROCEDURES

All employees have the opportunity to attend the Introduction to Volunteer Management workshop.
Employee Volunteerism Program

STANDARD

Volunteer Calgary strives to be a leader in volunteerism and encourages all of its employees to share their talents and skills to strengthen our community through volunteering.

POLICY

Volunteer Calgary is committed to supporting its employees in their personal volunteer commitments. One of the types of volunteerism that Volunteer Calgary promotes is employee volunteerism. Volunteer Calgary’s employee volunteerism program uses team building as a key component in creating and maintaining a healthy workplace. It creates synergy and allows opportunity for staff to develop strong working relationships by volunteering together.

Volunteer Calgary also supports its staff in the personal volunteering commitments they make in the community.

Employees are eligible for up to five days of paid time off per year to volunteer during normal business hours. Two of these days are staff group volunteer opportunities coordinated by Volunteer Calgary and three days are dedicated to an individual’s personal volunteer commitment.

PROCEDURE

Group volunteering

- Two days per year will be dedicated to Volunteer Calgary team building through group volunteering. Staff will volunteer as a group with an organization that can provide group opportunities.
Employee Volunteerism Program (continued)

- Employees will have the opportunity to suggest a group volunteer activity for the staff to consider. Staff will communicate recommended group volunteering opportunities to the Manager, Volunteer Services who will bring the issue forward at a staff meeting to obtain staff consensus.
- Staff will have done prior research for the opportunity including whether the organization can accommodate a group, details of the position, skills and time required.
- Organizations that are selected may or may not be members of Volunteer Calgary.
- The Manager, Volunteer Services will organize the day and time suitable for both the organization and Volunteer Calgary staff.
- The group opportunity will be a scheduled event that will be done as a group during normal working hours.
- Staff will sign up to participate in the group opportunity.
- Volunteer Calgary's office will remain open during group volunteer activities.
- Staff will report back to the larger staff team (e.g. at a staff meeting) to share learnings.

Individual volunteering

- Three days per year will be dedicated to each staff person’s personal volunteer commitment. Staff will be able to leave work during business hours to go to their volunteer position. These hours will be tracked on the staff person’s timesheet.
- Staff are required to inform their supervisor of their intention to volunteer and the date and time commitment of the volunteer activity.
Smoking

STANDARD

City of Calgary Smoking Bylaw.

POLICY

Volunteer Calgary resides in a non-smoking building.

PROCEDURE

Anyone wishing to smoke can go to the designated smoking area outside the Kahanoff Centre. The location is outside the south entrance, toward the parking lot. It is the expectation that any areas utilized as designated smoking areas (officially or casually) will be kept free of all debris resulting from this use.
Job Descriptions

STANDARD

Volunteer Calgary ensures that all employees have written job descriptions that are modified or reviewed minimally once per year, which shall include, but need not be limited to the following:
    a) Position title;
    b) Qualifications;
    c) Position duties and responsibilities; and
    d) Reporting relationships.

POLICY

Volunteer Calgary will provide a written job description for each employee, to be reviewed or modified minimally every year during the annual employee performance evaluation.

PROCEDURE

Supervisors will ensure that all existing and new positions have a job description that is provided to the employee and is updated as needed as positions change.

During the Annual Performance Review, supervisors are required to review the job description with the employee and make adjustments as necessary.

Any revision to job descriptions will be made in writing and given to the employee.
Grievance

STANDARD

Volunteer Calgary strives to be an employer of choice, attracting and retaining outstanding employees.

POLICY

Employees and volunteers are expected to consult with their immediate supervisor regarding any concerns or complaints related to their employment at Volunteer Calgary. If a satisfactory resolution to the complaint cannot be made through regular supervisory channels a formal grievance process is made available to employees and volunteers.

PROCEDURES

- Employees and volunteers will consult with their immediate supervisor regarding any grievance or complaint.
- If a satisfactory adjustment of the difficulty cannot be resolved through regular supervisory channels, the employee/volunteer may, with the knowledge of their supervisor, present the concern in writing to the department Director.
- The Director will address the concern in a timely manner.
- If the issue fails to be appropriately addressed by the Director, the employee/volunteer with the knowledge of the Director, may present the concern in writing to the President & CEO within five working days of an impasse being reached. The appeal must give a full description of the grievance and the steps taken to resolve it. Such an appeal will be dealt with within ten working days. This is the end of the appeal process for employees and volunteers.
Grievance Procedure (continued)

- In the case of Directors, if a satisfactory adjustment of the difficulty cannot be resolved through regular supervisory channels with the President & CEO, the Director may, with the knowledge of the President & CEO, present the concern in writing to the Chair of the Board of Directors within five days of an impasse being reached. The appeal must give a full description of the grievance and the steps taken to resolve it. The appeal will be addressed within fifteen working days. This is the end of the appeal process for Directors.
- The Board of Directors will not address grievances of any employees other than Department Directors and the President & CEO.