



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

## ARCHITECTURAL CONSERVANCY ONTARIO HUMAN RESOURCES POLICY

**Sponsor:** Human Resources Committee of the Provincial Council (Board of Directors)

**Summary:** Defines employee status and describes approved processes for the management of Architectural Conservancy Ontario's human resources consistent with its mandate and values.

**Commented [L1]:** I think we should start with the Policy as Boards approve policies.

### TABLE OF CONTENTS

- A. Interpretation of the Policy**
  - 1. Interpretation of the Policy
  - 2. Policy Manual
- B. Pre-Employment**
  - 1. Recruitment & Selection
  - 2. Hiring
- C. Employment**
  - 1. Employment Definitions
  - 2. Terms & Conditions of Employment
  - 3. Hours of Work & Overtime
  - 4. Conduct & Behaviour
  - 5. Anti-Discrimination
  - 6. Training & Development
  - 7. Performance Reviews
  - 8. Privacy
  - 9. Discipline
  - 10. Termination
- D. Compensation Administration**
  - 1. Compensation and Benefits
  - 2. Group Benefits, Pension & RRSP Plans

**Commented [L2]:** Will, I assume that the Table of Contents will have page references?



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

3. Vacation
4. Public & Observed Holidays
5. Leaves of Absence – Paid and Unpaid
6. Sick Leave

**E. Working Conditions**

1. Health & Safety
2. Incident Reporting
3. Harassment
4. Grievance & Complaint
5. Travel Expenses

**F. Policy Review and History**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

<b>Policy Name:</b>	<b>INTERPRETATION OF THE POLICY</b>	<b>A.1</b>
<b>Category:</b>	<b>INTERPRETATION OF THE POLICY</b>	
<b><u>Policy Statement:</u></b> Any question concerning any terms or conditions covered in the Personnel Manual may be brought to the Human Resources Committee for interpretation and final decision.		
<b><u>Terms of Reference</u></b> Architectural Conservancy of Ontario/ Architectural Conservancy Ontario refers to the legal entity represented by the Provincial Council of Architectural Conservancy of Ontario and its Chief Operating Officer. Throughout this policy, "Employer" shall mean Architectural Conservancy of Ontario. Unless otherwise determined, the Chief Operating Officer shall be responsible for acting on behalf of the Employer.		
<b>Recommended by Human Resources Committee: January 4, 2017</b> <b>Submitted to the Provincial Council: January 21, 2017**</b>		
<b>Date of policy adoption: *#</b>		

<b>Policy Name:</b>	<b>HUMAN RESOURCES POLICY MANUAL</b>	<b>A.2</b>
<b>Category:</b>	<b>INTERPRETATION OF THE POLICY</b>	
<b><u>Policy Statement:</u></b> The Human Resources Policy Manual will be distributed to all employees when they are hired. Employees will certify that they have read and understand the Policy Manual. The Policy Manual will have the same content as the Policy and any changes approved to the Policy will be reflected in the Policy Manual.		
<b>Recommended by Human Resources Committee: January 4, 2017</b> <b>Submitted to the Provincial Council: January 21, 2017</b>		
<b>Date of policy adoption: *#</b>		

**Commented [w3]:** There should be a "terms of reference" I will send one to you by email



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>RECRUITMENT &amp; SELECTION</b>	<b>B.1</b>
<b>Category:</b>	<b>PRE-EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>The Employer is committed to selecting the most qualified individuals to fill its vacant positions and in doing so, complying with all applicable legislation. The Employer is also committed to building a work environment that is reflective of its region and in which differences are respected, accommodations are provided, when possible, and new perspectives are valued.</p> <p>Unless otherwise determined, the Chief Operating Officer shall be responsible for acting on behalf of the Employer.</p> <p>The Employer will welcome members of all cultures and communities in its recruitment processes and its work environment through the following: work to overcome identified barriers, encourage the use of inclusive language in all correspondence, promotional material and bulletins, improve access to services and workshops and hold all special events and training sessions in accessible facilities.</p> <p>A job description will be prepared by the Employer and placed on the personnel record of each Employee. Job descriptions will be reviewed and revised by the Employer, if necessary, when there are major changes in the duties of the Employee.</p> <p>The selection process will be based on the criteria for the position and consistent for all applications for a position. The selection process will include completion of an application form, an interview, reference checks and background checks where appropriate.</p>		
<b><u>Procedures:</u></b>		
<ol style="list-style-type: none"><li>1. Internal Applicants - The Employer will encourage and support applications from current employees to provide career development and motivational opportunities to its staff, but will ensure that the most suitable candidates are selected from all available sources.</li><li>2. Recruitment - The Chief Operating Officer must grant authorization for the use of such recruitment methods as, but not limited to, print advertisements, the Internet, personal contacts and in some exceptional cases, the use of recruitment agencies or executive search organizations to search for qualified candidates.</li><li>3. Selection<ol style="list-style-type: none"><li>a. Candidates will be screened on the basis of the job selection criteria and any final external candidate will be interviewed by at least two Employer representatives before a recommendation is made to extend an employment offer.</li><li>b. Once a recommendation to extend an offer is approved by the Chief Operating Officer, reference checks must be completed for external candidates. As a minimum, the last two employers should be contacted to verify the candidate's employment history and quality of work. Candidates should be told that previous employers will be contacted and sign a release form to this effect.</li><li>c. If essential for minimum job qualifications, academic achievements will be verified.</li><li>d. Final candidates may be required to complete employment tests.</li></ol></li></ol>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

Recommended by Human Resources Committee: \*

Approved by the Provincial Council: \*\*

Date of policy adoption: \*#

**Commented [L4]:** See the Review Policy I propose: F.1.  
Given that wording I would like the Committee's views on  
whether this word. Thus, I did not change them all.



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

<b>Policy Name:</b>	<b>HIRING</b>	<b>B.2</b>
<b>Category:</b>	<b>PRE-EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>The Chief Operating Officer is responsible for convening a hiring committee for each posted job vacancy. The Chief Operating Officer may delegate this responsibility to a Manager. The hiring of the Chief Operating Officer is the responsibility of the Provincial Council.</p> <p>The Hiring Committee will consist of a minimum of three and a maximum of five members. The Hiring Committee may include staff members or members of the Provincial Council. Normally, members of the general public/clientele will not sit on a hiring committee, however, exceptions may be allowed at the discretion of the Chief Operating Officer.</p> <p>A member of the Hiring Committee will take the lead in short listing potential candidates for interviewing. The Hiring Committee may decide to further short list before interviewing, or to give complete responsibility for the short listing to the Hiring Committee member responsible.</p> <p><b><u>Interviews:</u></b> All candidates will all be asked the same questions during the interview except for questions concerning particulars of their past employment history. The Hiring Committee is responsible for developing interview questions.</p> <p>Reference checks will be completed by the Hiring Committee.</p> <p>Once a candidate has been selected, a recommendation for hiring will be given to the Chief Operating Officer for approval. The recommendation will include particulars regarding the candidate, rationale for hiring, and a recommendation for salary.</p> <p>Within 10 days of the interview, the Hiring Committee will contact the unsuccessful interviewed candidates, by mail or in person to inform them of the outcome of the interview process.</p> <p>All notes taken during the interview (including scoring sheets, if used), resumes of those interviewed, reference checks, a copy of the job posting(s) and a copy of the recommendation will be put on file in the personnel files of Architectural Conservancy of Ontario.</p> <p>Staff may be required to complete a "police reference check", in order to pass their probationary period. Architectural Conservancy of Ontario reserves the right to perform police reference checks on staff.</p> <p><b>RELATIVES:</b></p> <p>Relatives of current Employees will not be hired by Architectural Conservancy of Ontario as Regular Full or Part-Time Employees. Relatives may be hired in other types of jobs. However, no person may sit on a Hiring Committee where a relative may be interviewed for the position.</p> <p>For purposes of this policy, a relative is considered to be: spouse (including common law or same sex partner), parent, sibling, children, child's spouse, sibling of spouse, spouse of sibling, parent, grandparent, grandchildren, aunt or uncle.</p>		
<b>Recommended by Human Resources Committee: January 4, 2017</b>		
<b>Submitted to the Provincial Council: January 21, 2017</b>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

Date of policy adoption: \*#

<b>Policy Name:</b>	<b>EMPLOYMENT DEFINITIONS</b>	<b>C.1</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>The Employer wishes to establish and maintain consistent Employee and Consultant Definitions to define the scope of any Employment or Consultant Agreement ("Agreement"), set clear expectations and administer the terms and conditions of the Agreement appropriately.</p> <p>Employees and consultants will be advised of their appropriate employment or consultant classification at the beginning of the Agreement and at any time thereafter when the status of the Agreement changes. "Employee" will include any full time, part-time or contract employee, unless otherwise specifically stated.</p> <p>The Employer must accurately indicate the correct employment or consultant definition on any pertinent employer or consultation documentation to outline the scope of the Agreement, choosing among the following:</p>		
<ol style="list-style-type: none"><li>1. Full-time, Permanent Employee - A person employed for an indefinite duration who works regularly thirty-five (35) hours or more each week. Full-time employees will be paid on a salaried basis through payroll and are eligible for benefits.</li><li>2. Part-time, Permanent Employee - A person employed for an indefinite duration who works regularly a specific number of hours/day as described in the offer of employment, less than 35 hours per week. Part-time, permanent employees will be paid on a pro-rated salaried basis through payroll. Part-time employees are not entitled to benefits.</li><li>3. Contract Employee - A person employed for a defined duration, often for a specific project, who works regularly either 35 hours each week (Full-time, Contract) or regularly less than 35 hours each week (Part-time, Contract). Contract employees will be paid on a salaried basis through payroll. Contract employees are not entitled to benefits.</li><li>4. Casual Employee - A person employed on an intermittent basis for a specific work requirement, usually for a very short duration of time. Casual employees are paid on an hourly basis through payroll. Casual employees are not entitled to benefits.</li><li>5. Inactive Employee - An employee who remains on payroll and who may be receiving benefits, but no pay. This definition is for employees who are on an approved leave of absence, for a period longer than one month in duration and who are eligible or who have been approved for the continuation of certain employment benefits.</li><li>6. Probationary Employee - An employee who has not completed the initial Probationary Period of employment or who has been placed on a new Probationary Period.</li><li>7. Consultant/Independent Contractor ("Consultant") - Individuals who are either self-employed or who work for another organization with which the Employer has contracted for their services. They usually determine the resources by which the work is accomplished, are not under the control or direction of the Employer, may elect to work or not when requested to do, but must observe the Employer's policies and procedures. An invoice must be submitted to receive payment for services. Consultant/Independent Contractors are not entitled to benefits.</li></ol>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

**Procedures:**

1. All appropriate documentation will reflect accurate employment/consultant definitions.
2. When hiring a casual employee, verbal authorization must be obtained in advance from the Chief Operating Officer.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**





ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>TERMS &amp; CONDITIONS OF EMPLOYMENT</b>	<b>C.2</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>The Employer shall maintain a personnel record for each Employee. The personnel record shall contain information which relates to the employment of the Employee by the Employer including but without limitation the application for employment, references, offer of employment and acceptance thereof, job description, performance appraisal(s), correspondence, details of salary and benefits, and medical statements, as required.</p> <p>The personnel record shall be available to the Employee and/or his/her authorized agent in the presence of the Employer and/or its authorized agent upon reasonable notice in writing to the Employer.</p> <p>The personnel record shall be kept by the Employer on a strictly confidential basis in a place of safekeeping.</p> <p>In order to ensure consistency in employment practices, determine eligibility for employment and confirm an employee's appropriateness for employment, individuals will have to comply and agree to certain terms and conditions before commencing employment.</p>		
<b><u>Procedures:</u></b>		
<ol style="list-style-type: none"><li>1. Terms and Conditions of Employment will be outlined in employment documentation and may include the following:<ol style="list-style-type: none"><li>a. Eligibility for Employment in Canada - In compliance with federal legislation, new employees, if requested and as a condition of employment, must present documentation establishing their identity and their eligibility to legally work in Canada. A valid Social Insurance Number, landed immigrant papers, employment visa, or temporary work permit is deemed sufficient for this purpose. When already employed and requested to provide proof of eligibility for employment in Canada, failure to do so will constitute just cause for immediate dismissal, without notice or compensation in lieu of notice. Under the Canada Immigration Act and the Employment Insurance Act, the Employer is required to report individuals who are not legally entitled to work in Canada to Human Resources Development Canada.</li><li>b. Previous Employment Information - Any material misrepresentations, falsifications, or omissions in any data requested during the hiring documentation process shall result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment for cause, without notice or compensation in lieu of notice.</li><li>c. Employment Reference Checks - The Employer will verify the references of all final candidates for employment and will make any offer of employment contingent upon satisfactory reference checks. In order to protect an applicant's privacy and to avoid jeopardizing his or her current employment, reference checks of a candidate's current employer, when required, will not be made unless the candidate's permission is obtained or until a conditional offer of employment is accepted.</li><li>d. Probationary Period - All newly hired employees will serve an initial Probationary Period, during which the employee will be ineligible for certain benefits. The standard probationary</li></ol></li></ol>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

period is three (3) months, but can be extended depending on the position/situation. Significant absences, performance or conduct concerns during the Probationary Period will result in an extension of this initial Probationary Period or termination. Employment documentation will clearly specify that within the Probationary Period, the employee must demonstrate suitability for regular employment.

- e. Policies and Procedures - Employees are required to adhere to the Employer's published policies and procedures at all times. The obligations within these policies and procedures, along with the terms and conditions of the employment offer, form the contract of employment.
2. The Employer will include all appropriate terms and conditions in any employment documentation and present them to the prospective employee at the time of hire.
3. The Employer is responsible for ensuring the confidentiality of any personal information obtained as a result of complying with employment terms and conditions, unless the disclosure of information is required by law.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>HOURS OF WORK &amp; OVERTIME</b>	<b>C.3</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>Although the Employer recognizes the need for occasional overtime hours to respond to peak work volume and other unpredictable events, it wishes to ensure that the assignment of overtime is a viable, cost-effective option for the scheduling of its resources. The Employer will ensure, through proper planning and work scheduling, that the requirement for overtime is decided carefully, given the additional cost involved, as well as the additional issues of employee productivity and job satisfaction.</p> <p>Employees shall work the number of hours required to fulfill the duties of the position. Full Time Employees shall be expected to work thirty-five (35) hours per week. Part Time Employees shall be expected to work a specific number of hours and/or days as described in the employment agreement. Working hours may vary from and extend beyond these times and employees must establish with the Employer their working hours and any variance from these hours. Flexible hours may be permitted with the prior approval of the Chief Operating Officer or designate.</p> <p>The Employer will compensate for pre-authorized overtime hours in accordance with appropriate legislation.</p> <p>Overtime hours will be banked in order to take leave in lieu of payment of the overtime. Leave must be scheduled in accordance with work-load requirements and must be taken within three (3) months of the overtime hours worked or within twelve (12) months, if the employee agrees. If accumulated overtime exceeds 21 hours, the Employee must make arrangements to schedule appropriate time off. If it becomes clear that the Employee will not be able to take time off in lieu of overtime, outstanding hours may be paid out to the Employee. If an Employee's job ends before he or she has taken the paid time off, the employee must receive overtime pay for approved overtime hours. This must be paid no later than (7) days after the date of employment ended or on what would have been the employee's next pay day.</p>		
<b><u>Procedures:</u></b>		
<ol style="list-style-type: none"><li>1. Managers are responsible for managing their staff's time. All overtime worked must be pre-authorized verbally by the Chief Operating Officer or designate.</li><li>2. Managers are responsible for maintaining appropriate and accurate records of any overtime hours worked, paid or banked.</li><li>3. If an employee does not acquire approval before working overtime, his or her Manager has the right to refuse to allow the overtime to be accumulated.</li><li>4. In the event that an employee is unable, for any reason, to use these banked overtime hours within the agreed three months or twelve months from the time the hours were worked, outstanding hours will be paid to the employee.</li></ol>		
<b>Recommended by Human Resources Committee: January 4, 2017</b>		
<b>Submitted to the Provincial Council: January 21, 2017</b>		
<b>Date of policy adoption: *#</b>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>CONDUCT &amp; BEHAVIOUR</b>	<b>C.4</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>Employees are expected to demonstrate appropriate conduct and behavior in order for the Employer to protect its assets, ensure productive operations and to promote a healthy, safe and respectful work environment. Since the Employer is committed to maintaining an excellent work environment, employees who display inappropriate behaviour may face disciplinary action. Some inappropriate conduct could result in disciplinary action up to and including termination.</p>		
<p><b>Appropriate</b> conduct and behaviour includes but is not limited to the following:</p>		
<ul style="list-style-type: none"><li>• Act with fairness, honesty, integrity and openness;</li><li>• Adherence to policies and procedures;</li><li>• Competent and diligent performance of assigned duties;</li><li>• Prompt and reliable work attendance;</li><li>• Respect for co-workers and any contacts of the Employer.</li></ul>		
<p><b>Inappropriate</b> conduct and behaviour includes but is not limited to the following:</p>		
<p><b>Compliance</b></p>		
<ul style="list-style-type: none"><li>• Intoxication, impairment or incapacity while at work due to the use of alcohol or drugs;</li><li>• Driving under the influence of alcohol or drugs where job duties require driving;</li><li>• Suspension of driver's license where job duties require driving or any conviction of a crime which prevents the employee from performing their duties;</li><li>• Failure to disclose in writing any conflict of interest, potential conflict of interest or relevant information concerning any activities and financial dealings which may affect the Employer;</li><li>• Excessive personal use of telephones, computers or other Employer-provided facilities.</li><li>• The solicitation of political or charitable contributions from other Employees, without prior approval.</li><li>• The seeking of public office, without prior approval.</li><li>• Possession of guns or weapons on company property;</li><li>• Engaging in a conflict of interest activity, solicitation of outside work for personal gain, or solicitation of employees for reasons other than work-related, during work hours, unless approved in advance;</li><li>• Conduct that discredits or willfully misrepresents the employee or Employer</li><li>• Violation or willful neglect of health and safety procedures or of corporate assets or contribution to hazardous conditions;</li><li>• Theft, unauthorized release, removal, destruction or falsification of official records, documentation and/or confidential information;</li></ul>		



**ARCHITECTURAL  
CONSERVANCY  
ONTARIO**

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

- The exercising of any direct or indirect interest (financial or otherwise) in the assets, leases, business transactions, or activities of the Employer;
- Representation on behalf of the Employer in transactions or activities in which they have a personal interest;
- The acceptance of any remuneration, other than their regular compensation, for doing business on behalf of the Employer unless otherwise approved;
- Acting in any public capacity on behalf of the Employer or before publishing any work about the Employer, without prior approval;
- The use of any proprietary or confidential information obtained in the course of employment for personal benefit;
- Disclosing or using confidential information without the consent of the Employer.

***Diligence***

- Absences or departures from work without Manager's permission and/or repeated unauthorized late arrival or early departure from work;
- Improper or unauthorized use or abuse of paid leave;
- Excessive voluntary absenteeism, the effect of which reduces productivity or effectiveness;
- Inefficiency, incompetence or negligence in the performance of duties, including failure to perform assigned tasks or training and failure to discharge duties in a prompt, competent and reasonable manner;
- Insubordination and/or failure to carry out a direct order from a superior, except where the employee's safety may reasonably be jeopardized by the order;
- Refusal or inability to improve job performance in accordance with written or verbal direction after a reasonable trial period;
- Refusal to accept reasonable and proper assignments from an authorized Manager;

***Respect to Others***

- Verbal abuse, harassment (including sexual harassment), threats or gossip;
- Discourteous treatment or conduct that is discriminatory toward another person;
- Physical altercations, abuse or indecency;

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>ANTI –DISCRIMINATION</b>	<b>C.5</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>Architectural Conservancy of Ontario is committed to abiding by the provisions of the Human Rights Code of Ontario.</p> <p>Every Person has a right to equal treatment with respect to employment without discrimination and a right to freedom from harassment in the workplace because of:</p>		
Age	Language	
Ancestry	Level of Literacy	
Citizenship	Marital Status	
Class	Place of Origin	
Colour	Political/Union Affiliation	
Creed	Race	
Disability	Receipt of public assistance	
Education	Record of Offences (provincial offenses or pardoned federal offenses)	
Ethnic Origin	Religion	
Family Status	Sex	
Financial Status	Sexual Orientation	
Gender Identity		
Health Status		
<b>Recommended by Human Resources Committee: January 4, 2017</b>		
<b>Submitted to the Provincial Council: January 21, 2017</b>		
<b>Date of policy adoption: *#</b>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

<b>Policy Name:</b>	<b>TRAINING &amp; DEVELOPMENT</b>	<b>C.6</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b> The Employer recognizes the importance of the continuing education and development of its employees and wishes to encourage and support the objective of continued skill improvement by providing financial assistance when a future benefit to the company is apparent. Employees are encouraged to further their own professional development and in this regard the Employer shall, subject to the prior approval of the Chief Operating Officer and availability of funds, make every reasonable effort to support this.		
<b><u>Procedures:</u></b> <ol style="list-style-type: none"><li>1. Appropriate documentation must be completed by the employee and authorized by the Chief Operating Officer.</li><li>2. Should an employee voluntarily terminate employment prior to completion of any course, funded in whole or in part by the company, they will be liable for the cost funded and will return the amount paid by the Employer.</li></ol>		
<b>Recommended by Human Resources Committee: January 4, 2017</b>		
<b>Submitted to the Provincial Council: January 21, 2017</b>		
<b>Date of policy adoption: *#</b>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>PERFORMANCE REVIEWS</b>	<b>C.7</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>The Employer will strive to ensure that performance reviews will be conducted regularly for all full-time or permanent employees. A written performance appraisal of each Employee shall be conducted at the beginning of each fiscal year. The Manager will also conduct a performance discussion mid-point of the rating period. Any compensation change requests relating to performance must be supported by a performance appraisal completed within the previous three months.</p> <p>The Performance Management process comprises an honest and objective review of employee performance with respect to responsibilities outlined in the job description and the achievement of goals related to the objectives of the Employer.</p> <p>The objectives of the performance review include:</p> <ul style="list-style-type: none"><li>• Review of performance in relation to the responsibilities outlined in the job description and the achievement of goals;</li><li>• Establishment of employee goals that are aligned with the objectives of Architectural Conservancy Ontario;</li><li>• Facilitation of two-way feedback throughout the year;</li><li>• Commitment to recognizing and motivating employees; identification of training needs and career development opportunities.</li></ul> <p>All new employees will be required to serve an appropriate probationary period. The probationary period provides both the Employee and Employer an opportunity to assess the suitability of the position. A performance appraisal shall be prepared upon completion of the probationary period.</p> <b><u>Procedures:</u></b>		
<ol style="list-style-type: none"><li>1. The Employer will develop performance standards with staff and ensure that these standards are well communicated in advance of an appraisal period.</li><li>2. The Employer will ensure that performance appraisals are an ongoing process that commences when an individual is hired that: provides regular feedback to the employee; addresses any concerns or issues with appropriate remedial action and is documented and appropriately authorized, at least once a year.</li><li>3. During the annual performance review, the Employer will evaluate the employee's performance in terms of results obtained against agreed expectations. The Employer will define training and development that would help improve performance and should fully discuss any action planned to change negative trends. The Employer will deal with only those negative performance issues that are within the employee's ability to correct and that are relevant to present or future performance requirements.</li><li>4. The Employer will begin review preparation sufficiently in advance to ensure reviews are conducted on a timely basis and according to the yearly review schedule. The review should be conducted on company premises in a private setting not subject to outside interruption. The Employer and employee should aim to agree on the accuracy of the review and on future performance</li></ol>		





**ARCHITECTURAL  
CONSERVANCY  
ONTARIO**

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

expectations.

5. Employees will be expected to sign their performance reviews to acknowledge their participation in the review discussion, not necessarily to indicate agreement with the review. Employees are encouraged to provide their comments, verbally and in writing, regarding the review results, their aspirations, ambitions and concerns.
6. The original performance appraisal shall be placed in the personal record of the Employee and a copy shall be given to the Employee.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>PRIVACY</b>	<b>C.8</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<b><i>Employee's Privacy</i></b>		
The Employer will maintain its employees' privacy.		
Information gathered from the employee will be used strictly for internal purposes and will not be distributed to third parties.		
Information gathered by the Employer will be secured in a locked cabinet inside our offices and will be accessible to the Chief Operating Officer and the manager of payroll.		
<b><i>Third-Party References</i></b>		
The Employer will maintain its employees' privacy and protect itself against legal liability in its response to third party reference requests.		
Employees must be authorized, expressly or through a specific assigned job responsibility, to respond to reference requests.		
In the event that a reference request, either oral or written, is received by an unauthorized employee, the request shall be forwarded to an authorized individual for action.		
If the request for information is related to a credit or loan application, the employee must authorize release of this information verbally or in writing or the Employer may provide to the employee a written confirmation.		
If the request relates to an ex-employee of the Employer and is with respect to job performance, responses must be limited to factual information or supported by evidence of the facts that is documented on the ex-employee's personnel file.		
<b>Procedures:</b>		
1. Employees who are not authorized to respond to reference requests shall immediately forward such requests to an authorized individual.		
2. A copy of any written response to a third party reference request will be placed on the personnel file.		
3. No financial information shall be provided without the written or verbal authorization of the employee or ex-employee.		
<b><i>Confidentiality</i></b>		
As a Architectural Conservancy of Ontario employee, you may have access to information not available to the general public. Architectural Conservancy of Ontario information is to be used only for specific Architectural Conservancy of Ontario purposes. You must also ensure that your interest does not conflict with that of Architectural Conservancy of Ontario.		
Each Employee is expected to read and sign a "Conflict of Interest and Confidentiality Agreement" (see annex "A") and compliance with that agreement is a condition prior to commencing their duties.		
<b><i>Website Privacy</i></b>		



**ARCHITECTURAL  
CONSERVANCY  
ONTARIO**

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

We do not collect information that personally identifies individuals except when individuals knowingly and voluntarily provide such information to us. This information is protected by Architectural Conservancy of Ontario and adheres to all legislative requirements with respect to privacy. We use your personal information to provide services and keep you informed and up to date on the activities at Architectural Conservancy of Ontario.

We do not provide personal information gathered on the website or provided to us to third parties except with your express permission.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>DISCIPLINE</b>	<b>C.9</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>The Employer aims to be patient, fair and tolerant in the administration of discipline and in fact, prefers to encourage employees to exercise self-discipline at all times in their conduct and performance. However, repeated, willful or inexcusable breaches of policies, standard operating practices, normal business ethics or other inappropriate or unacceptable behaviour shall be dealt with in accordance with the provisions of the following procedure.</p> <p>Discipline may be administered at any time when an incident or developing pattern of behaviour creates a serious concern for the Manager. Discipline may be administered informally and/or formally and will normally be progressive and bear a reasonable relationship to the violation. Any discipline shall be administered as soon as possible after the manager becomes aware of the behaviour requiring discipline. Depending on the severity of the concern and the number of past occurrences, disciplinary action may call for any or all of the procedure's five corrective steps, including informal counseling, verbal warning, written warning, suspension with or without pay and/or termination of employment. Except for termination of employment, any step of the disciplinary procedure may be repeated more than once, when appropriate and/or necessary.</p> <p>If disciplinary action is required, the Employer shall notify the Employee of the action to be taken and reasons for such action and shall also advise the Employee of the consequences if the behaviour continues and is not corrected.</p>		
<b><u>Procedures:</u></b>		
<ol style="list-style-type: none"><li>1. Informal counseling – When an incident occurs that warrants informal counseling under this policy, the employee's Manager shall bring the incident to the employee's attention, as soon as possible after the precipitating behaviour is known. Once the behavioural concerns are discussed, the Manager and employee must agree on a corrective action plan. The Manager and employee will meet, after a reasonable period, to ensure the corrective action plan is effective and the desired results are achieved. If the behaviour has not been corrected or improved, then a formal discipline step should be implemented.</li><li>2. Formal Discipline<ul style="list-style-type: none"><li>• Verbal Reprimand/Warning<ul style="list-style-type: none"><li>○ A verbal reprimand/warning may be necessary when informal counseling has not produced the required results, when a situation has become progressively worse with respect to the same concern, when another unrelated, but grave concern has occurred or whenever the severity of the situation merits it.</li><li>○ Verbal warnings/reprimands are intended to be corrective or cautionary, highlighting the nature of the unsatisfactory conduct or behaviour, defining the required improvement, setting goals and timelines for achieving the improvement and advising the consequences if the employee fails to improve.</li><li>○ Employee actions requiring a verbal warning must be investigated and documented by the Manager and then discussed with the employee in order to prevent misinterpretation.</li></ul></li></ul></li></ol>		



**ARCHITECTURAL  
CONSERVANCY  
ONTARIO**

## **Architectural Conservancy Ontario / Protection Architecturale d'Ontario**

- Managers are required to keep a record of all verbal warnings issued and provide a copy for the employee's personnel file.
- If the desired improvement is achieved within the required time, the record of the verbal reprimand may be removed from the personnel file, upon managerial discretion.
- **Second Verbal Reprimand**
  - Any second verbal reprimand should refer to the circumstances of the first verbal warning and indicate that sufficient corrective action has not taken place.
  - Any related incidents should be cited, including any improvements and which deficiencies remain, along with specific details about expected goals and timelines for improvements and consequences if improvements are not met.
  - A record of the second verbal reprimand should also be placed on the employee's personnel file.
- **Written warning**
  - Written warnings are considered a severe disciplinary action and are usually issued after verbal warnings have failed to correct a concern or if the situation warrants discipline that is more severe than informal counseling or verbal warnings.
  - Prior to issuing a written warning, the Manager shall document all pertinent facts related to the incident. A written warning shall contain a full description of the facts giving rise to the warning and include the date, problem/incident, time and place of the incident (s) and improvement plan. Upon issuing a written warning, a corrective action plan which outlines the improvement(s) required and the time frame within which the improvement(s) are to be achieved shall be developed. Whenever possible, the corrective action plan should be mutually acceptable to and be signed by both parties. When appropriate, the written corrective action plan can be signed by the employee and copies given to the employee and placed on their personnel file. A follow-up meeting should be scheduled no later than thirty (30) days following the date on which the written warning and corrective action plan is issued.
  - If, in the opinion of the Manager, a written warning fails to correct the concern, more severe discipline action may be required, including progression to a higher level of involvement. Higher level of involvement may include the Chief Operating Officer and may also include advising the employee that failure to correct shortcomings could place the employee's continued employment at risk.
- **Disciplinary Suspension**
  - Suspension from duty with pay may occur after the written warning discipline step has failed to correct the situation and the employee has been properly advised that a suspension may occur if shortcomings are not corrected. A disciplinary suspension may also occur, without prior warning, if the suspension is administered because of unacceptable conduct or behaviour. A suspension requires the approval of the Chief Operating Officer before being issued.
  - Managers can issue immediate suspension from duty, without the approval of the Chief Operating Officer, only when unacceptable behaviour requires immediate serious remedial action to correct gross insubordination, to protect the health/safety of employees or to protect the assets of the Employer. In those rare and exceptional circumstances where this option is used, the suspension will be of an indefinite duration with pay, pending the results of an investigation of the events surrounding the suspension. The Chief Operating Officer



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

must be notified immediately of any suspension of this nature. The investigation of an immediate suspension must be concluded within forty-eight (48) hours. Where possible, the suspended employee shall be notified of the results of the investigation within thirty-six (36) hours after the suspension occurs.

- Termination
  - Termination may occur after the formal discipline steps have been exhausted, the investigation of an immediate suspension is deemed to warrant such action, or when the Employer feels that it is appropriate.
  - A termination, for any reason, should be properly documented and must be approved, in advance, by the Chief Operating Officer.
  - If termination is necessary, the employee will be provided appropriate termination documents with all payments and obligations owed to them, by law.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>TERMINATION</b>	<b>C.10</b>
<b>Category:</b>	<b>EMPLOYMENT</b>	
<b><u>Policy Statement:</u></b>		
<p>The Employer will ensure that all terminations adhere to all applicable legislation with respect to termination of employment, whether voluntary (resignation or retirement) or involuntary (dismissal or layoff).</p> <p>The Employer may terminate the employment of an Employee without any cause at any time by giving the Employee the minimum notice and severance required by the applicable legislation. Benefits continue during the period of notice.</p> <p><b>Voluntary terminations</b></p> <p>Employees may terminate their employment by giving the Employer a minimum of two (2) weeks written notice, however, one (1) months written notice would be preferable. The Employer may waive this notice requirement in whole or in part. The Employer may also request a longer notice period when required, such as when employees resign from senior positions, positions with major responsibilities or in keeping with the specific terms and conditions of their letter of offer.</p> <p>Employees who retire or resign their employment from the Employer will be requested to participate in an Exit Interview to provide valuable feedback and information to the Employer regarding the employee's employment experience. This exit interview will be conducted by the manager of the Employee's Manager. The general results will be maintained in a confidential exit interview file, not on the exiting employee's file.</p> <p><b>Involuntary terminations</b></p> <p>The Employer may terminate the employment of employees at any time, by providing notice as follows:</p> <ul style="list-style-type: none"><li>• in cases without cause (layoff or dismissal without cause),<ul style="list-style-type: none"><li>○ within the first three months of employment, no notice;</li><li>○ after the first three months of employment, please refer to the Ministry of Labour for up to date notice schedule (<a href="http://www.labour.gov.on.ca/english/index.html">http://www.labour.gov.on.ca/english/index.html</a>).</li></ul></li></ul> <p>This notice shall be inclusive of and not in addition to the notice of termination requirements in the Employment Standards Act, other than severance pay obligations, and any other applicable provincial and federal legislation. Depending on certain circumstances of employment, the employee may also be entitled to severance pay, in accordance with the Employment Standards Act.</p> <p>Employees will continue to receive benefits up to the last day of the Statutory Notice Period, whether the employee is given notice or salary in lieu of notice. Termination pay must be paid to the employee either seven (7) days after the employee is terminated or on the employee's next regular pay date, whichever is later.</p> <ul style="list-style-type: none"><li>• in cases with cause (dismissal with cause), no notice.<p>All layoffs and dismissals require the review and approval of the Chief Operating Officer. An employee who is dismissed for disciplinary reasons (except for dismissal with cause) or inability to perform work usually will, but not always, receive a warning, written or otherwise, prior to involuntary termination proceedings being implemented.</p><p><i>A person is not eligible for notice of termination if that person:</i></p></li></ul>		



**ARCHITECTURAL  
CONSERVANCY  
ONTARIO**

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

- is employed on a casual or temporary basis for a defined term. However, such an employee will be entitled to notice of termination or termination pay if:
- the employment ends before the term expires or the task is completed; or
- the term expires or the task is not completed more than 12 months after the employment started; or
- the employment continues for three months or more after the term expires or the task is completed.
- has been guilty of willful misconduct, disobedience or neglect of duty;
- has refused an offer of reasonable alternative employment with the employer;
- has refused to exercise his or her right to another position that is available under a seniority system. This usually means the employee gives up the right to displace or "bump" another employee in order to keep working;
- is on lay-off and does not return to work when requested to do so;
- is terminated during or as a result of a strike or lockout at the workplace;
- has an employment contract that is frustrated by an unforeseeable event or circumstance.
- please refer to the Ministry of Labour for updates to the Employment Standards Act (<http://www.labour.gov.on.ca/english/index.html>).

**Procedures:**

1. The employee's Manager and the Human Resources Committee member(s) will prepare all appropriate termination documents, including the termination checklist, to ensure the following:
  - all final pay and benefit entitlements are arranged;
  - all sick leave or vacation arrears are reconciled and settled through the final pay entitlements;
  - all Corporate property is returned (including keys, credit cards, identification badge, Employer data and files);
  - access to corporate offices and on-line networks is removed;
  - all travel accounts and advances are reconciled and settled;
  - all outstanding timesheets are collected and;
  - an exit interview is conducted, where appropriate.
2. Employees will provide written notice of resignation or retirement to their Manager at least two (2) weeks in advance of the last day of employment.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**





**ARCHITECTURAL  
CONSERVANCY  
ONTARIO**

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

<b>Policy Name:</b>	<b>COMPENSATION AND BENEFITS</b>	<b>D.1</b>
<b>Category:</b>	<b>COMPENSATION ADMINISTRATION</b>	
<p><b><u>Policy Statement:</u></b></p> <p>The Employer will strive to ensure that compensation is fair among jobs within the Organization, is competitive in order to attract and retain qualified employees and is reflective of employee progression and development in skill.</p> <p>Architectural Conservancy of Ontario recognizes that its decisions about salaries, benefits, and quality of life issues are important in attracting, retaining, and motivating talented and productive employees.</p> <p>The following principles will govern the design, implementation and maintenance of Architectural Conservancy of Ontario's compensation system:</p> <ol style="list-style-type: none"> <li>1. <b>External Equity:</b> Architectural Conservancy of Ontario will pay its employees wages that compare with the rates prevailing in similar external markets for the employee's position. These will be established based on benchmark surveys of what comparable organizations pay employees who perform similar tasks and responsibilities, while also taking into account cost of living and such personal factors as experience, education, complexity of duties, supervision received and exercised.</li> <li>2. <b>Internal Equity:</b> Salaries within Architectural Conservancy of Ontario will correspond to the relative internal value of each position.</li> <li>3. <b>Salary Range:</b> A salary range will be established for each position, reflecting the minimum and maximum that the organization will pay.</li> <li>4. <b>Performance-based Increases:</b> Wage and salary increases are based as much as possible on merit.</li> <li>5. <b>Timing:</b> Architectural Conservancy of Ontario conducts compensation reviews annually, following the annual performance review. Any salary increment will appear in the first pay period following the review, or will be retroactive in the case of late reviews.</li> <li>6. <b>Compensation Rates:</b> In establishing compensation for its employees, Architectural Conservancy of Ontario will take into account such factors as: the expectations and perception of fairness by employees, competitive labour market wages, the extent of other benefits provided to employees, the organization's financial situation, and federal and provincial laws.</li> </ol> <p>Architectural Conservancy of Ontario is not required to offer wage/salary increases due to budget restrictions.</p> <p><b><u>Procedures:</u></b></p> <ol style="list-style-type: none"> <li>1. The Employer will aim to conduct annual individual salary reviews and regular job evaluations to ensure that they adequately reflect these performance, market and economic factors.</li> <li>2. Compensation change requests relating to performance must be accompanied by a Performance Review unless one has been submitted in the previous three months.</li> <li>3. Compensation change requests must be completed and authorized by the Chief Operating Officer and filed on the Personnel file.</li> <li>4. Promotion salary increases require that a copy of the letter to the employee announcing the promotion or appointment and a copy of the compensation change, if any, be placed in the employee's personnel file.</li> </ol>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

<b>Policy Name:</b>	<b>BONUS PAYMENTS TO STAFF</b>	<b>D.2</b>
<b>Category:</b>	<b>COMPENSATION ADMINISTRATION</b>	
<b>Policy Statement:</b>		
<p>Bonus and incentive pay are not typical components of nonprofit compensation policies. However, bonus and incentive pay are considered best practice in other sectors and can be effective tools in motivating and retaining top talent, particularly at the director and executive director levels.</p> <p>Architectural Conservancy Ontario acknowledges that, from time to time, an additional monetary payment in the form of a bonus may need to be made to a staff member to recognize and reward the achievement of a certain specific task or set of tasks.</p> <p>Recommendations and approvals of bonus payments will not form part of the Performance Review</p> <ol style="list-style-type: none"><li>1. There may be circumstances where a staff member has undertaken substantial additional work or special projects over and above normal duties, which warrant recognition. In such a case, the granting of a one-off bonus payment may be appropriate.</li><li>2. A bonus payment should not be made for work which has already been rewarded in other ways. For example, a bonus should not be paid for work which has already been recognized through payment of higher wages due to a secondment or by way of salary movement following the Performance Review. A bonus must not be used in place of a raise or overtime payment in circumstances where the staff member is entitled to such a payment under their employment contract.</li><li>3. A recommendation for a bonus payment to a staff member:<ol style="list-style-type: none"><li>i. should be made by the staff member's immediate supervisor, or the staff member, to the Chief Operating Officer</li><li>ii. should be accompanied by a full justification in accordance with the policy and procedures set out in this document;</li><li>iii. may be made at any time during the year;</li><li>iv. should preferably be initiated immediately following the achievement of the specific task (or set of tasks) for which a bonus is being recommended, but no later than twelve months after the task/s have been achieved, and within the same fiscal year; and</li><li>v. should not normally be made more than once in every 12 months to the same staff member.</li></ol></li><li>4. The Executive/Council as the case may be, reserves the right to amend/request further justification/approve/not approve a recommendation for a bonus payment.</li><li>5. Bonus payments should not normally exceed 10 percent of a staff member's annual salary. When deciding on the amount to recommend for a bonus payment, the nature of the work performed should be taken into consideration. Unless it is clearly stated that the bonus payment is to be pro-rated for part-time staff, the payment will not be pro-rated.</li><li>6. Any members of the General Staff, irrespective of length of service, are eligible to be recommended for a bonus payment.</li></ol>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

**Procedures:**

1. Immediate supervisor or staff member completes a request for Bonus appropriately.
2. A full justification for the recommendation is required.
3. The Chief Operating Officer, considers the recommendation and either:
  - i. Amends or requests further details or
  - ii. Forwards the request for bonus payment to the Executive Committee for approval.
  - iii. The Executive Committee may award the bonus if it within the Budget, or forward to Council for approval, recommending the source of the Bonus.
4. Once approval has been obtained, the Chief Operating Officer:
  - i. writes to the staff member concerned informing him/her about the payment and the reasons for it; and
  - ii. submits to Payroll the following: the original, authorized motion to Executive/Council
5. Once the bookkeeper receives this information they will process for payment. The Form and letter will then be filed on the staff member's personal file.
6. Where a staff member has personally applied for a bonus payment to be made (as in paragraph and the payment has been declined or has been reduced by the Chief Operating Officer, the staff member may submit a request for review to the H.R. Committee. A request for review should be submitted within three weeks of receiving advice about the payment.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>VACATION</b>	<b>D.3</b>
<b>Category:</b>	<b>COMPENSATION ADMINISTRATION</b>	
<b><u>Policy Statement:</u></b>		
<p>The Employer wishes to ensure that each employee has the opportunity to enjoy an annual paid vacation, while also ensuring that the Employer has the appropriate resources at all times to operate effectively. Accordingly, although every effort will be made to provide paid vacation leave at a time of the employee's choice, the Employer reserves the right to schedule vacation and/or approve or deny certain employee requests for vacation.</p>		
<p>Paid vacation entitlement is based on the employee's length of service as measured from the employee's date of hire. Vacation leave will be earned on a calendar year basis and may be taken by the Employee at any time during the calendar year subject to the prior approval of the Chief Operating Officer. Statutory holidays shall not be included in the calculation of vacation leave. Employees on a reduced workweek will earn their vacation credit on a prorated basis of the above-listed entitlement, according to actual hours worked and their completed years of service.</p>		
<p>Full-time employees will accrue vacation leave at the rate of 1.83 days per month up to a total of 22 days per year for the first five years of employment. After five years of employment, annual leave is earned at the rate of 2.25 days per month up to a total of 27 days per year. For Part-time and contract employees, vacation leave is earned according to the terms of employment and will be pro-rated (with a minimum entitlement of 4% of total wages).</p>		
<p>Vacation time is accrued on a monthly basis, this vacation leave can be taken in advance, however, should the Employee take vacation leave before enough vacation time has been accrued, and the employment is terminated, the Employee is required to pay back any leave that is still outstanding.</p>		
<p>In the event that the Employee has not taken all or part of the vacation leave permitted in a calendar year, the Employee shall be entitled to carry over into the next calendar year, up to a maximum of five (5) days paid vacation leave. This provision may be extended under special circumstances at the discretion of the Chief Operating Officer. Managers are expected to manage the Vacation Accrual of their employees so that they do not exceed their annual allowance. In the event that an employee has not used accumulated vacation leave, the Employer has the right to schedule leave for that employee.</p>		
<p>If an employee becomes ill or is injured after commencing vacation, the period of illness or injury is considered as part of the scheduled vacation and no adjustment or extension of vacation time will be made.</p>		
<p>Vacation will not be accumulated if an employee is on parental or maternity leave.</p>		
<p>No payment will be made in lieu of vacation except where:</p>		
<ul style="list-style-type: none"><li>• an employee ceases employment (Unused outstanding vacation days will be paid to the employee at the base rate of his/her earnings at the time of termination).</li><li>• an employee is on leave of absence and is physically unable to take earned vacation in the current year</li><li>• it is clear an employee cannot schedule the earned vacation entitlement within the authorized period. In such cases, payment in lieu of vacation may be made only for vacation entitlement in excess of five days (one week). Payment in lieu of vacation requires the approval of the Chief</li></ul>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

Operating Officer.

**Procedures:**

1. Employees must request vacation leave at least five days in advance of the time requested. A vacation request must be authorized by the employee's Manager.
2. Any authorized change to a scheduled vacation leave should be noted in writing.
3. No pay advances will be given for vacation. Employees will receive their regular pay while on vacation.
4. Unused outstanding vacation days will be paid to the employee upon termination at the base rate earnings of the employee at the time of termination.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>PUBLIC &amp; OBSERVED HOLIDAYS</b>	<b>D.4</b>
<b>Category:</b>	<b>COMPENSATION ADMINISTRATION</b>	
<b><u>Policy Statement:</u></b> The Employer observes all usual statutory holidays required by provincial legislation and also currently provides the following additional paid holidays, Easter Monday, the August Civic Holiday, Remembrance Day and the days from December 23rd to New Year's Day. The regularly-scheduled holidays are as follows in order of occurrence: <ul style="list-style-type: none"><li>New Year's Day</li><li>Family Day</li><li>Good Friday</li><li>Easter Monday</li><li>Victoria Day</li><li>Canada Day</li><li>August Civic Holiday</li><li>Labour Day</li><li>Thanksgiving Day</li><li>Remembrance Day</li><li>December 23rd to December 31st, inclusive.</li></ul> All full-time and part-time (permanent and contract) employees are eligible to receive payment for these holidays as long as they worked the regularly-scheduled work day immediately preceding and immediately following the holiday. All part-time employees are eligible to receive their regular number of hours worked as payment for the holiday as long as they worked the regularly-scheduled work day immediately preceding and immediately following the holiday. "24. (1) An employee's public holiday pay for a given public holiday shall be equal to the total amount of regular wages earned and vacation pay payable to the employee in the four work weeks before the work week in which the public holiday occurred, divided by 20" (Employment Standards Act of Ontario, 2000)		
<b>Recommended by Human Resources Committee: January 4, 2017</b> <b>Submitted to the Provincial Council: January 21, 2017</b>		
<b>Date of policy adoption: *#</b>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>LEAVES OF ABSENCE – PAID AND UNPAID</b>	<b>D.5</b>
<b>Category:</b>	<b>COMPENSATION ADMINISTRATION</b>	
<b><u>Policy Statement:</u></b>		
<p>The employer permits its employees, under specific conditions, to take leave from active employment and to continue to retain certain benefits of employment during the absence. The Employer will comply with all applicable legislation regarding employee entitlement to leave and continued benefits. The required conditions vary according to the type of sanctioned leave.</p>		
<b><i>Pregnancy, Adoption and Parental leave</i></b>		
<p>All full-time or part-time employees who are new birth mothers are entitled to a 17-week unpaid pregnancy leave and to a 35-week unpaid parental leave to care for newborn children. All other full-time or part-time employees who are new parents (including adoptive parents) are entitled to a 37-week unpaid parental leave to care for newborn or adopted children. Employees are entitled to pregnancy or parental leave if they have been employed with their employer for at least 13 weeks before the estimated date of delivery.</p>		
<p>During this period(s) of pregnancy and/or parental leave, employees are entitled to a continuation of employment rights and benefits such as group insurance coverage, and reinstatement to the position they most recently held or a comparable position, if their position no longer exists. An employee who is entitled to a pregnancy or parental leave cannot be terminated, laid off, disciplined, or suspended because he or she is so entitled or takes such leave.</p>		
<p>A pregnant employee is entitled to begin the pregnancy leave at the earlier of the day that is 17 weeks before her due date or the day on which she gives birth. She is required to give the Employer 2 weeks written notice of the date the leave is to begin and must begin her parental leave, if any, when her pregnancy leave ends, unless the child has not yet come into her custody, care and control for the first time. If a portion of this leave is due to a disability associated with a normal pregnancy, then the employee is entitled to claim for paid leave under the sick leave and disability policies of the Employer.</p>		
<p>An employee can change their planned leave date at any time, as long as they provide 2 weeks written notice before the earlier day. If pregnancy-related complications force the employee to stop work before she has arranged her pregnancy leave, she has 2 weeks from the date of stopping work to give the Manager written notice. If the complications result in or are due from the death or miscarriage of the child, the pregnancy leave will end 6 weeks after the date of the still-birth, birth, or miscarriage or 17 weeks after the pregnancy leave commenced, whichever is later.</p>		
<p>Employees may change their date of return to work by providing the Manager at least 4 weeks written notice of the date on which they intend to return. Changes to a later date are subject to the rules concerning the maximum length of leave. Employees who are on pregnancy or parental leave cannot terminate their employment before or when the leave expires without giving the employer 4 weeks written notice.</p>		
<b><i>Birth Leave</i></b>		
<p>Employees are permitted up to 2 days paid leave after or surrounding the date of birth or adoption of a child.</p>		
<b><i>Bereavement Leave</i></b>		
<p>Employees shall be entitled to paid bereavement leave as follows:</p>		
<ul style="list-style-type: none"><li>• a maximum of three (3) days on the death of: a parent, step-parent, sibling, spouse (common-law</li></ul>		





**ARCHITECTURAL  
CONSERVANCY  
ONTARIO**

**Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario**

and same sex included), mother-in-law, father-in-law, child, step-child, grandparent, grandchild, sister-in-law, brother-in-law, son-in-law, daughter-in-law.

- a maximum of one (1) day on the death of : an aunt, uncle, niece, nephew.

The number of days of bereavement leave taken is subject to the approval of the Manager and the Chief Operating Officer and must be reasonable under the circumstances. When extensive travel is required to attend the funeral or other extenuating circumstances require it, up to 2 additional days of unpaid leave may be authorized.

***Unpaid leave of absence***

Employees may be permitted to take unpaid leave of absence other than those covered by specified leave as long as it is authorized by the Manager in advance. During such pre-authorized leave, the Employer will promise to reinstate the employee into their previous or comparable position and may, depending on the circumstances of the leave, continue other benefit entitlements.

***Jury Duty and Other Community Service***

Employees shall be entitled to leave with pay for absences in performance of duties required by law, such as Jury Duty, attendance as a witness in a judicial proceeding as a result of being served with a subpoena or being compelled to appear as a witness by an authorized body, up to a maximum of ten (10) days. The Employer may also maintain certain compensation or benefits for employees absent in performance of sanctioned community service. Employees shall notify the Manager upon receipt of any notice related thereto and shall inform the Manager/Employer of developments on an ongoing basis. Employees must remit any payment earned in performance of these duties to the Employer to offset the continued compensation.

Employees shall be entitled to time off for voting in accordance with appropriate governmental legislation.

**Procedures:**

1. Employees requesting leave of absence, whether paid or unpaid, must advise their Manager, specifying the reason for the leave and providing reasonable evidence of entitlement to the leave when requested to do so by the Manager. Reasonable evidence can include an employee medical certificate, a death certificate, notes from schools or day cares and receipts. The leave form must then be authorized by the Manager and the Chief Operating Officer.
2. Employees claiming pregnancy or parental leave are required to provide 2 weeks' written notice of their intention to take the leave. In addition, the Manager may request a medical certificate showing the expected birth date.
3. Employees may change the leave date, but must provide 2 weeks written notice before the earlier date. Employees may also provide notice retroactively within 2 weeks of stopping work due to complications related to pregnancy or birth. The Manager may request a medical certificate to substantiate the change in leave.
4. An employee returning from pregnancy or parental leave may terminate their employment with the Employer only if they provide 4 weeks written notice.
5. Employees may change their date of return to work by providing the Manager at least 4 weeks written notice of the change. Changes to later dates of return are subject to the rules concerning the maximum length of leave.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

Date of policy adoption: \*#



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>SICK LEAVE</b>	<b>D.6</b>
<b>Category:</b>	<b>COMPENSATION ADMINISTRATION</b>	
<b><u>Policy Statement:</u></b>		
<p>Regular Full-Time Employees receive a bank of 18 sick days per year on January 1 of each year. Unused sick leave up to a maximum of eighteen (18) days can be accumulated and carried over into the next calendar year. Employees who begin employment during the year will receive a pro-rated bank of sick time based on their start date. Employees who work 12 hours a week or more, will receive a prorated bank of sick time.</p> <p>Sick Leave may be used to care for dependants of the Employee. A dependant is defined as someone who is unable to care for himself or herself and is dependent upon the Employee. (i.e. spouse, child, disabled relative, etc.)</p> <p>Sick Leave may not be used for personal business or to extend vacation. However, Sick Leave may involve medical/dental appointments.</p> <p>If an Employee uses all Sick Leave entitlement in a given year, lieu time may be used as sick leave. Vacation time cannot be used as sick leave.</p> <p>In the event of illness, an Employee must call his/her Supervisor before the time he/she is expected at work. An Employee must call in every day s/he is not reporting to work. When calling in ill, the Employee should indicate how long s/he expects to be absent from work and where s/he can be reached.</p> <p>An Employee who is absent for more than 5 consecutive days due to illness, must provide a letter or medical certificate from a doctor.</p> <p>If an Employee is aware that, due to illness or accident, they will be absent from work for an extended period, they should provide medical information from a doctor. This should include: nature of illness, whether the employee is receiving treatment, expected duration of absence, and whether the employee may return to their duties or will require modification of the duties.</p> <p>(This information will not necessarily include a diagnosis or nature of treatment received). The Employee should sign an authorization for Release of Medical Information.</p> <p>Sick leave will not be accumulated when an employee is on parental or maternity leave.</p> <p>If an Employee becomes sick or injured and uses all accumulated sick leave, s/he is placed on a Leave of Absence without pay. A Record of Employment may be issued and the Employee may apply for Employment Insurance Benefit.</p> <p>An Employee who becomes ill while on vacation cannot substitute sick leave for vacation leave.</p> <p>Sick leave will NOT be payable upon termination of employment.</p>		
<b><u>Procedures:</u></b>		
<ol style="list-style-type: none"><li>1. On the initial day of sickness, an employee must inform his/her Manager, as soon as possible, of their condition and their expected date of return to work.</li><li>2. In circumstances that require a medical certificate to be obtained, an employee must report the contents of the certificate to his/her Manager as soon as they return from their physician.</li></ol>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

<b>Policy Name:</b>	<b>HEALTH &amp; SAFETY</b>	<b>E.1</b>
<b>Category:</b>	<b>WORKING CONDITIONS</b>	
<b><u>Policy Statement:</u></b> The Employer is committed to providing a healthy and safe working environment for all employees and will abide by all applicable provincial legislation regarding Health and Safety. The Employer will make every reasonable effort to provide a healthy and safe work environment equal to or better than that required by legislation for its employees. Employees, including Managers will be committed to preventing injury and illness in the workplace.		
<b><u>Procedures:</u></b> <ol style="list-style-type: none"><li>1. The Employer will provide training for employees so that they will have the knowledge and skills to do their work safely and efficiently and so that they will understand that they are held accountable for doing so. Training records must be maintained for each employee.</li><li>2. Managers are accountable for the health and safety of their workers. They are responsible to ensure that safe and healthy work conditions are maintained in his/her work area.</li><li>3. Managers will ensure that workers have and use adequate training and proper tools to do their job safely.</li><li>4. Managers will ensure that standard conditions exist in the workplace and that all non-standard conditions are corrected in a safe and expedient manner.</li><li>5. Managers will ensure that all tools and equipment operate safely and that orderly housekeeping conditions exist throughout their respective work areas.</li><li>6. Employees will work in conjunction with the Employer to strive to eliminate all incidents or hazards that erode the safety and efficiency of the Employer's operations.</li><li>7. Employees will be responsible for their own health and safety and that of other workers by applying their knowledge and working in compliance with the law and with safe work practices and procedures as established by the Employer.</li><li>8. Employees will recognize and correct hazardous conditions and defective equipment or tools in their workplace and report them to their Managers without delay.</li><li>9. In consideration of persons with asthma or allergies, employees are discouraged from the use of strong colognes and perfumes.</li></ol>		
<b>Recommended by Human Resources Committee: January 4, 2017</b> <b>Submitted to the Provincial Council: January 21, 2017</b>		
<b>Date of policy adoption: *# (must be reviewed and signed annually)</b>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>INCIDENT REPORTING</b>	<b>E.2</b>
<b>Category:</b>	<b>WORKING CONDITIONS</b>	
<b><u>Policy Statement:</u></b>		
<p>The thorough and timely reporting of occupational illnesses, injuries and incidents is an important contributor to the Health and Safety program of The Employer. Observing the following policy and procedure will ensure consistency in our recording and reporting of incidents.</p> <p>Any incident that could have potentially caused an injury, illness or damage to corporate property or any incidents that result in workplace injury or illness must be reported immediately to the employee's manager. All employees will comply with their responsibilities to report under the Occupational Health and Safety Act of Ontario. The Employer will comply with its responsibility to ensure proper treatment, investigate, record and report all appropriate information in cases of incidents, in a timely manner and in accordance with these Acts and Regulations.</p>		
<b><u>Procedures:</u></b>		
<ol style="list-style-type: none"><li>1. An employee who witnesses an incident or is subject to a workplace injury or illness must report details regarding the incident immediately to their Manager.</li><li>2. The Manager must ensure that the employee receives proper and timely medical treatment and must report the injury or illness to the Chief Operating Officer.</li><li>3. The Chief Operating Officer will report information as follows:<ul style="list-style-type: none"><li>• all information provided will comply with the Occupational Health and Safety Acts (OHSA), but at a minimum will contain the name of the employee, location, date, time and nature of the event and details regarding the first aid treatment administered;</li><li>• records will be maintained regarding incidents and accidents, both in the employee's personnel file and in an accident report file;</li></ul></li><li>4. When first aid treatment is required:<ul style="list-style-type: none"><li>• the person who administers First Aid must have a current, valid certification and must record the following information in the First Aid Log:<ul style="list-style-type: none"><li>○ the name of the person treated;</li><li>○ the incident description and circumstances, including date, time and location, as given by the injured person;</li><li>○ the names of any witnesses;</li><li>○ the nature of the resulting injuries and/or illness and which treated and the method of treatment;</li></ul></li><li>• the First Aid Log(s) must be maintained with the First Aid Kit(s).</li></ul></li><li>5. Architectural Conservancy of Ontario has an Early and Safe Return to Work Program. This is a collaborative process where workplace parties, along with an employee's health care provider work together to allow employees to resume safe, suitable work in a timely manner. Managers and employees are expected to cooperate in such programs through for example, temporary reduction</li></ol>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

or modification of duties and or hours as necessary.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>HARASSMENT</b>	<b>E.3</b>
<b>Category:</b>	<b>WORKING CONDITIONS</b>	
<b><u>Policy Statement:</u></b>		
<p>Architectural Conservancy of Ontario fosters a respectful workplace through the prevention and prompt resolution of harassment.</p> <p>Harassment in the workplace is unacceptable and will not be tolerated. All persons working for Architectural Conservancy of Ontario, whether employees or volunteers, should enjoy a harassment-free workplace.</p> <p>Architectural Conservancy of Ontario is committed to providing a work environment which affirms and promotes the dignity of human beings of diverse backgrounds and needs, and that ensures that every employee and volunteer is treated with dignity and respect and afforded equitable treatment.</p> <p>Harassment affects workplace and individual well-being and will not be tolerated. This policy aims to prevent harassment by promoting increased awareness, early problem resolution and the use of mediation. The application of this policy will help create a work environment where all are treated with respect and dignity. It will not only promote the well-being of all in the workplace, but it will reinforce those values of integrity and trust that are the foundation of a sound organization.</p> <p>Dealing with harassment can be a complex matter. What one person may consider to be proper behaviour, another may believe to be harassment. Note that the proper exercise of one's authority or responsibility does not generally constitute harassment.</p> <p><i>The Canadian Human Rights Act</i> provides every person in the workplace the right to freedom from harassment based on the following prohibited grounds: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability and pardoned conviction.</p> <p>Architectural Conservancy of Ontario's policy further addresses other types of workplace harassment such as rudeness, degrading or offensive remarks or e-mails, threats or intimidation.</p> <p>The policy promotes the prevention of harassment and focuses on the prompt resolution of harassment. Whether the source of harassment comes from within Architectural Conservancy of Ontario or from outside, any allegation of harassment should be taken seriously. Harassment needs to be addressed with sensitivity, promptness and discretion. Open communication and early intervention are essential in preventing and resolving harassment.</p>		
<b><u>Procedures</u></b>		
<b><i>Managers</i></b>		
<ul style="list-style-type: none"><li>• All Managers are responsible for fostering a work environment free of harassment.</li><li>• Expected to lead by example and to act respectfully in dealings with employees.</li><li>• Can expect to have access to learning opportunities on the prevention and resolution of harassment and in conflict resolution.</li><li>• Expected to intervene promptly when they become aware of improper or offensive conduct.</li><li>• Expected to address any alleged harassment of which they are aware, whether or not a complaint has been made.</li></ul>		





**ARCHITECTURAL  
CONSERVANCY  
ONTARIO**

## **Architectural Conservancy Ontario / Protection Architecturale d'Ontario**

- Mediation must be offered before an investigation is initiated.
- The complaint process, including the investigation if necessary, should be completed without undue delay, normally in six months or less.
- They are expected to handle all harassment situations confidentially and to ensure that others act accordingly.
- They are expected to address the needs of the parties concerned and the working unit following a complaint with the assistance of a specialist as needed, in order to establish or re-establish harmonious working relationships.

### ***Employees***

- Expected to act towards other individuals professionally and respectfully.
- Employees who believe they have been treated in an improper and offensive manner are expected to communicate to the offending party, as soon as possible, directly or through a Manager, their disapproval or unease.
- Can expect prompt action if they report an incident of harassment to their Manager, or if necessary, to another appropriate Manager.
- Can expect to be treated without fear of embarrassment or reprisal when dealing with a harassment situation or involved in the resolution of a complaint.
- Will be encouraged to participate in a problem resolution process before proceeding with the complaint process.

### ***Complainants, respondents and witnesses***

- Complainants, respondents and witnesses are expected to provide information required in the steps noted under "Complaint process".
- Expected to co-operate in the complaint process if and when called upon to do so.
- Expected to limit the discussion of the complaint to those who need to know.
- Complainants and respondents will receive information related to the complaint in writing, including allegations.
- Complainants and respondents may have with them, during the meetings and interviews related to the resolution of the complaint, a person of their choice who is not a party to the process.
- Complainants and respondents can expect to review a copy of the draft report. They will be informed in writing of the outcome of the investigation and will receive a copy of the final report.
- If the complaint is founded, complainants will be informed verbally whether corrective or disciplinary measures will be taken.
- If the complaint is frivolous or in bad faith, respondents will be informed verbally whether corrective or disciplinary measures will be taken.

### ***Delegated Managers***

- Delegated managers are expected to be impartial in any complaint process in which they are involved.
- Can expect to have access to learning opportunities related to their role and responsibilities as delegated managers.



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

## Architectural Conservancy Ontario / Protection Architecturale d'Ontario

- Expected to apply the established steps in the complaint process.
- Expected to take the necessary action to ensure the confidentiality of complaints.
- Expected to ensure that both the complainant and respondent have access to support and advice during any resolution process associated with the complaint.
- Expected to offer mediation.
- Expected to separate the complainant and respondent, hierarchically, physically, or both, for the duration of the complaint process, if deemed necessary.
- Expected to assign a mandate to the investigator(s) and ensure that persons conducting investigations are qualified, impartial, that they have no supervisory relationship with the parties, and that they are not in a position of conflict of interest.
- Expected to ensure that corrective and/or disciplinary measures are taken, where warranted.
- Expected to ensure that no documents relating to the harassment complaint are placed in the personnel file of either party, other than a disciplinary letter in the file of the employee who is subject to a disciplinary measure.
- Expected to ensure that the parties are provided with the information to which they are entitled.

### **Investigators**

- Investigators are expected to be qualified.
- Expected to apply the principles of procedural fairness.
- Expected to abide by their assigned mandate.

### **Early Problem Resolution**

The objective of early resolution is to resolve any situation or conflict as soon as possible, in a fair and respectful manner without having to resort to the complaint process. Every effort should be made to resolve the problem early with open communication and in a co-operative manner. The use of problem resolution mechanisms such as coaching, counseling, and facilitation can in many instances resolve the issue and prevent the situation from escalating to the point where filing a complaint is necessary. An allegation of harassment is serious. If a person working for Architectural Conservancy of Ontario believes he or she has been harassed, the following actions should be taken.

The person who feels offended by the actions of another person working for Architectural Conservancy of Ontario is encouraged to make it known to that person as soon as possible in an attempt to resolve the problem.

If the problem is not resolved or if the offended person does not want to speak directly with the other, the offended person should meet with his or her Manager, or with another Manager, or seek advice from the person who is designated by the employer to provide information on harassment, in an attempt to find a solution and resolve the problem.

Management must make every effort to resolve the issue between the parties as quickly as possible, if necessary with the assistance of a resource person.

### **Complaint Process**

The complaint process applies to all employees and volunteers of Architectural Conservancy of Ontario.

If early resolution is not successful or is not deemed appropriate, an employee may file a complaint with the



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

delegated manager.

#### **Step 1 – Filing a complaint**

The complainant submits a complaint in writing to the delegated manager, or to the next person in the hierarchy if the delegated manager is the subject of the complaint, within one year of the alleged harassment leading to the complaint. The complaint must include the nature of the allegations; the name of the respondent; the relationship of the respondent to the complainant (e.g. Manager, colleague); the date and a description of the incident(s); and if applicable, the names of witnesses. The information provided should be as precise and concise as possible.

#### **Step 2 – Screening and acknowledgement of complaint**

Upon receipt of the complaint, the delegated manager screens and acknowledges receipt of the complaint. The criteria used in the screening are that the complaint:

- Must be filed within one year of the alleged harassment leading to the complaint, unless there are extenuating circumstances; and
- Must include the information noted in Step 1.

If these criteria are met, the delegated manager informs the respondent that a complaint has been received and provides him/her with the particulars of the complaint in writing, including the allegations.

If these criteria are not met, the delegated manager informs the complainant in writing that he or she cannot accept the complaint. If appropriate, the delegated manager suggests other means of resolving the issue.

#### **Step 3 – Review of the Complaint**

Once the complaint has been acknowledged, the delegated manager reviews the complaint and if necessary, seeks additional information to determine if the allegations are related to harassment.

If the delegated manager concludes that the complainant is not related to harassment, he or she informs the complainant and the respondent in writing. The delegated manager re-directs the complainant to the appropriate avenue of recourse or suggests other means of resolving the issue.

If the allegations are related to harassment, the delegated manager determines what efforts have been made to resolve the problem, identifies immediate avenues or resolution if any, and takes appropriate action.

#### **Step 4 – Mediation**

If the harassment complaint remains unresolved, the delegated manager must offer mediation. If the parties agree to mediation, the delegated manager obtains mediation services as noted under "Delegated Managers".

#### **Step 5 – Investigation**

If mediation has not resolved the complaint, or if mediation was not undertaken, the delegated manager launches an investigation and notifies all involved parties. The investigator must provide the delegated manager with a written report that includes his or her findings and conclusions.

If mediation is undertaken at any time during the investigation process, the investigation is suspended. It is resumed only if mediation is unsuccessful.

If the delegated manager is satisfied that he or she has all the facts and that the parties have been heard, he or she may decide not to undertake an investigation and proceed to Step 6.

#### **Step 6 – Decision**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

The delegated manager reviews all the relevant information and decides what action to take. He or she then informs the parties in writing of the outcome of the investigation and ensures that corrective and/or disciplinary measures are taken if warranted.

***Other Recourse***

The complainant reserves the right to take their complaint to the Canadian Human Rights Commission at any time throughout or following the proceedings.

Assaults including sexual assault are covered by the Criminal Code and in such cases the police should be contacted.

If a complaint on the same issue is or has been dealt with through another avenue or recourse, the complaint process under this policy will not proceed further and the file will be closed.

**Recommended by Human Resources Committee: January 4, 2017**

**Submitted to the Provincial Council: January 21, 2017**

**Date of policy adoption: \*#**



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

**Architectural Conservancy Ontario**  
**/ Protection Architecturale d'Ontario**

<b>Policy Name:</b>	<b>GRIEVANCE AND COMPLAINT</b>	<b>E.4</b>
<b>Category:</b>	<b>WORKING CONDITIONS</b>	
<p>An Employee who feels that a management decision affecting him/her is unjust, may question the decision and seek a revision by following the steps below. A fellow Employee may accompany the Employee when and where appropriate.</p> <ol style="list-style-type: none"><li>1) The Employee will raise the matter with his/her immediate Supervisor.</li><li>2) The Supervisor will discuss the matter with the Employee.</li><li>3) The Supervisor will advise the Employee of the status of the original decision, within one (1) week of receiving the complaint, and if revised, what action is to be taken.</li><li>4) The Supervisor will keep a detailed record of these proceedings.</li><li>5) The Employee, if still not satisfied, may appeal the results of the above to the Chief Operating Officer, in writing, within two weeks of the Supervisor's reply.</li><li>6) The Chief Operating Officer will review documentation, meet with the Employee and Supervisor separately or together and provide a response in writing within three (3) weeks of receiving the appeal.</li><li>7) If still not satisfied, the Employee has the right to appeal the Chief Operating Officer's decision to the Provincial Council.</li></ol>		
<b>Recommended by Human Resources Committee: January 4, 2017</b>		
<b>Submitted to the Provincial Council: January 21, 2017</b>		
<b>Date of policy adoption: *#</b>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>TRAVEL EXPENSES</b>	<b>E.5</b>
<b>Category:</b>	<b>WORKING CONDITIONS</b>	
<b><u>Policy Statement:</u></b> The Employer wishes to ensure that employees who travel for the Employer are provided adequate reimbursement for all reasonable expenses incurred. The Employer shall reimburse the Employee for out of pocket expenses for parking, mileage and local transportation subject to the approval of the Manager. Parking at the office site of the Employer shall not be reimbursed. Receipts must be provided. Mileage rates shall be set by the Employer from time to time.		
<b><u>Procedures:</u></b> 1. Employees may use a personally owned vehicle for local business trips, but are responsible to ensure that their insurance coverage is adequate and suitable for this purpose. They are then eligible to receive a fixed reimbursement per kilometer, set by the Employer from time to time, to cover all associated and reasonable auto expenses including maintenance, and operating costs. Reimbursement for use of personal vehicles for longer distance trips shall be limited to the equivalent of the lowest cost travel alternative. Any such travel must be pre-authorized by the Manager.		
<b>Recommended by Human Resources Committee: January 4, 2017</b> <b>Submitted to the Provincial Council: January 21, 2017</b>		
<b>Date of policy adoption: *#</b>		



ARCHITECTURAL  
CONSERVANCY  
ONTARIO

Architectural Conservancy Ontario  
/ Protection Architecturale d'Ontario

<b>Policy Name:</b>	<b>POLICY REVIEW</b>	<b>F.1</b>
<b>Category:</b>	<b>POLICY REVIEW</b>	
<b><u>Policy Statement:</u></b> The Human Resources Committee shall review the Policy every two years.		
<b><u>Procedures:</u></b> <ol style="list-style-type: none"><li>1. Review of the Human Resources Policy shall be included in the Work Plan of the Human Resources Committee for review every two years;</li><li>2. Policy changes, or review and no changes, approved by the Human Resources Committee shall be recommended to the Provincial Council for approval;</li><li>3. Policy changes may be adopted on an interim basis on the approval of the Executive Committee of the Provincial Council when there is a significant time before the next Provincial Council meeting.</li><li>4. All approved changes to the Human Resources Policy will be reflected in the Human Resources Policy Manual.</li></ol>		
<b>Recommended by Human Resources Committee: January 4, 2017</b> <b>Submitted to the Provincial Council: January 21, 2017</b>		
<b>Date of policy adoption: *#</b>		

## F.2 HISTORY

Effective Date: **January 21, 2017**

Review Approval Dates: ●, ●, ●

Next Scheduled Date for Review: January 2019