



**Board of Directors
Agenda for Open Meeting
Tuesday, October 25, 2022 at 5:30 p.m.**

Option of in-person meeting at 643 Park Road North

or via Zoom: <https://us02web.zoom.us/j/88017686507?pwd=aGYxbHNXNHVKU3hYWnVtbUg2MG00UT09>
Meeting ID: 880 1768 6507 Passcode: 730463

- 1. Call to Order**
- 2. Land Acknowledgment**
- 3. Presentation by Urgent Response Service Team** **Information**
- 4. Agenda - Additions, Deletions, Approval** **Decision**
- 5. Conflict of Interest Declarations** **Declaration**
- 6. Approval of Minutes – September 27, 2022** **Decision**
- 7. Business Arising from Minutes**
 - a.
- 8. Executive Reports**
 - a. Chair's Report
 - b. Treasurer's Report – September 2022 **Decision**
 - c. CEO's Report **Decision**
- 9. Committee Reports**
 - a. Policy Review Committee – HR Policies **Decision**
 - b. Nominating Committee
- 10. New Business**
 - a. Agenda Schedule and Meeting Dates **Decision**
 - b. Strategic Priorities Work Plan Update **Information**
- 11. Correspondence**
 - a.
- 12. In-Camera - Motion to move in-camera** **Decision**
- 13. In-Camera Reports (as appropriate)** **Decision**
- 14. Adjournment – Motion to adjourn** **Decision**

Next Meeting: Tuesday, November 22, 2022 at 5:30 p.m.



Land Acknowledgement

We are grateful that the land on which we live and work lies on the traditional territory of the Haudenosaunee, the Anishinaabeg, the Mississaugas of the Credit, and the Neutral. Acknowledging the Land is a sign of respect and recognition for First Nations, Inuit and Metis peoples. It also provides an awareness of Indigenous Land rights, their beliefs, and honours them as the original occupants of the Land.

As an organization in the Brant community, and as individuals who benefit from living and working on this land, we have a responsibility to continuously educate ourselves and recognize that colonialism is a current and ongoing process. We need to build our mindfulness of our present participation.

Our work does not start and end with Land Acknowledgements. We want to recognize and celebrate the Indigenous communities that we have the opportunity to work with and learn from, and pay our respect to elders both past and present.





Board of Directors Minutes for Open Meeting Tuesday, September 27, 2022

Present:

Chair:

Susan Fitzgerald

Directors:

Kelly Skrzypek

Greg Hackborn

Brian Konst

Laura Miedema

Chief Executive Officer:

Jane Angus

MCCSS Program Supervisor:

Scott Gregory

Administrative Assistant:

Karen Sweeting (Recorder)

Regrets: Jenna Dierick, Emily Miller, Elizabeth Abraham, Alison Hilborn, Cindy Landry

1. **Call to Order** - Susan Fitzgerald called the meeting to order.

2. **Land Acknowledgment**

3. **Agenda - Additions, Deletions, Approval**

Motion: To approve the agenda.

Greg Hackborn and Kelly Skrzypek. **Carried.**

4. **Conflict of Interest Declarations**

None declared.

5. **Approval of Minutes** – June 28, 2022

Motion: To accept the minutes from June 28, 2022.

Kelly Skrzypek and Laura Miedema. **Carried.**

6. **Business Arising from Minutes**

- a. Striking of Committees – Additional membership on Board Committees was identified: Kelly Skrzypek and Greg Hackborn would like to be part of the Policy Review Committee. Brian Konst will be participating in the Nominating Committee.

Motion:

- 1) To approve membership of the following additional nominees for the Policy Committee for July 2022 – June 2023: Kelly Skrzypek and Greg Hackborn.
- 2) To approve membership of the following additional nominee for the Nominating Committee: Brian Konst.

Greg Hackborn and Laura Miedema. **Carried.**

7. Executive Reports:

- a. Chair's Report – Susan reviewed the email decisions that had been made over July and August for information:
 - 1) Approve revisions as presented to the Purchasing Policy, Financial Management Policy, and the Financial Conditions and Activities Governance Policy. June 29, 2022
 - 2) Approve the MCCSS 2021-22 Annual Reconciliation Report July 26, 2022
 - 3) Approve the MOH 2020-21 Annual Reconciliation Report July 26, 2022

- b. Treasurer's Report – June 30, July 31, and August 31, 2022.

Motion: To approve the Treasurer's report.

Greg Hackborn and Kelly Skrzypek. **Carried.**

- c. CEO's Report

The following directions were supported by the Board to be included in new revisions to policies, as recommended by HR Covered:

- Termination of Employment Policy to follow the guidelines outlined in the Employment Standards Act requiring only 2 weeks' notice.
- Sick Leave Policy to provide eligibility for sick leave after two weeks of employment; maintain Sick Leave eligibility at 15 paid days per year and Family Responsibility Leave at 3 paid days per year; and do not add bonus days for taking no sick time.

Motion: To approve CEO's report as presented.

Greg Hackborn and Kelly Skrzypek. **Carried.**

8. Committee Reports

- a. Policy Review Committee

Motion: To approve the revisions to the Abuse Policy, Cheques Requisitioning and Processing Policy, Client Satisfaction Surveys Policy, COVID-19 Vaccination Policy, Human Resource Records Policy, Recording Standards Policy, Statistics Policy and Visual Identity Policy.

Kelly Skrzypek and Laura Miedema. **Carried.**

- b. Nominating Committee

Motion: To approve the continued membership of Susan Fitzgerald and Brian Konst on the Board of Directors although they no longer live or work in Brant.

Greg Hackborn and Kelly Skrzypek. **Carried.**

9. In-Camera

Motion: To move in-camera.

Laura Miedema and Kelly Skrzypek. **Carried.**

10. In-Camera Reports.

11. Adjournment – Susan adjourned the meeting at 6:38 p.m.

Next Meeting: Tuesday, October 25, 2022 at 5:30 p.m.




September 30, 2022

	2021-2022 Actual	2022-23 MCCSS Forecast	2022-23 MOH Forecast	2022-2023 Forecast	2022-2023 YTD
REVENUE					
Access - Children's (MCCSS)	1,200	1,200		1,200	600
DS Children's Specialized (MCCSS)	185,315	185,315		185,315	92,663
RPAC (MCCSS)	692	692		692	350
Coordinated Service Planning (MCCSS)	261,100	261,100		261,100	130,552
Complex Needs (MCCSS)	65,280	65,280		65,280	32,640
FASD (MCCSS)	180,000	180,000		180,000	90,000
Urgent Response Service (MCCSS)	138,160	3,776,999		3,776,999	1,888,505
Access Intake Service Planning (MOH)	351,493		351,493	351,493	175,753
Service Coordination Process (MOH)	14,566		14,566	14,566	7,282
Sub-Total Ministry Actual Revenue	1,197,806	4,470,586	366,059	4,836,645	2,418,345
Off-Setting Revenue Info Services (211-\$43,114; Findhelp \$1,404)	45,953	44,518	0	44,518	22,668
DSO (off-setting revenue in Access Intake Serv Planning)	10,000	0		0	0
Amortization Deferred Capital Contributions	0			0	0
TOTAL Revenue	1,253,759	4,515,104	366,059	4,881,163	2,441,013
Applied from Projects	698			0	0
Applied from Unrestricted Funds	0				

	2021-2022 Actual	2022-23 MCCSS Forecast	2022-23 MOH Forecast	2022-2023 Forecast	2022-2023 YTD
EXPENSES					
Total Salaries	861,454	925,030	262,023	1,187,053	547,945
Staff Salaries	861,454	815,685	192,942	1,008,627	547,945
ACA Salaries	0	86,050	69,081	155,131	0
Projected New Grids/Increase Salary	0	23,295	0	23,295	0
Benefits	137,302	171,210	49,771	220,981	84,895
Mandatory Benefits (CPP, EI, EHT)	57,851	74,315	21,900	96,215	38,904
Benefits Other (WSIB, group benefits)	79,451	96,895	27,871	124,766	45,992
Training (education, meetings, recruitment - staff & board)	10,365	10,900	3,500	14,400	4,379
Staff Development	7,285	8,000	3,000	11,000	1,330
Staff and Board Expenses	3,080	2,900	500	3,400	3,049
Transportation & Communication	107,439	64,875	15,665	80,540	11,684
Travel	473	2,875	200	3,075	637
Communication - (Postage, Bell, Cozzmic)	16,892	17,000	2,165	19,165	4,845
Promotion and Membership Fees	15,773	11,000	1,500	12,500	268
IT software & IT equipment & photocopier	40,633	17,500	6,400	23,900	3,269.00
IT - Maintenance and DataBase Service (Backup Server,KCL, EMHware)	33,669	16,500	5,400	21,900	2,665
Building Occupancy (Lease, Insurance, Repairs & Mtce)	46,672	42,527	17,500	60,027	23,966
Lease and Building Maintenance	33,610.06	31,427	11,500	42,927	17,282
Insurance Expense	13,062	11,100	6,000	17,100	6,685
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)	52,886	21,000	11,000	32,000	20,221
Audit, Legal, Bank Charges, Payroll, Other	23,131	19,000	11,000	30,000	20,121
Consulting	29,755	2,000	0	2,000	100
Other Program/Service Expenditures (Dues/Fees for Memberships, all other not classified)	1,593	3,245,160	1,000	3,246,160	593,885
Purchased Client Services	1,593	3,245,160	1,000	3,246,160	593,885
Supplies & Equipment	36,747	34,402	5,600	40,002	2,176
Furniture and Office Supplies	36,747	34,402	5,600	40,002	2,176
Amortization Deferred Capital Contributions	0	0	0	0	0
Contingency			0	0	0
TOTAL Ministry Expenses	1,254,457	4,515,104	366,059	4,881,163	1,289,151
Ministry Surplus (Loss)	0	0	0	0	1,151,861

Quick Books Cash Balance*	1,211,127
Internally Restricted BHN	16,374
QuickBooks Balance	1,194,753
TD Account Actual Balance	1,498,325
Outstanding Transactions	287,198
Cash Balance (TD - Outstanding)*	1,211,127
Restricted Lease Funds	26,464
Unrestricted Funds Balance	10,226

GIC bank statement balance \$26,955.90 (Difference \$491.90)

 September 30, 2022		PROJECT FUNDS			
		2020-2021 Actual	2021-2022 Forecast	2022-2023 YTD	Notes
<u>REVENUE</u>					
Your Guide	23,240	23,240	0	\$23,239.78 deferred from 2021/2022	
FASD Caregiver Support Group	4,500	4,500	4,500		
Other (Accrued, Interest Earned, Staff payments, GIC Interest , Miscellaneous)	692	1,000	295		
Non-Ministry Amortization Deferred Capital Contributions	0	0	0		
TOTAL Projects Revenue	28,432	28,740	4,795		
<u>EXPENSES</u>					
Your Guide	0	0	0	No printing; no expenditures	
FASD Caregiver Support Group	4,500	4,500	909		
Other Expenses (Staff personal charges i.e.: postage, Miscellaneous)	196	500	0		
Non-Ministry Amortization Deferred Capital Contributions	0	0	0		
Applied to Ministry	698		0		
Total Projects Expenses	4,696	5,000	909		
Projects Surplus (Loss)	23,038	23,740	3,887		

TOTAL MINISTRY AND PROJECTS			
TOTAL REVENUE	1,282,191	4,909,903	2,445,808
TOTAL EXPENSES	1,259,153	4,886,163	1,290,060
TOTAL Surplus (Loss)	23,038	23,740	1,151,861

ACCRUED EXPENSES 2022-2023	Amount	Amount Paid	Date Paid
Translation - March 2022	350.00	93.55	April 27, 2022
Ceridian HR - March 31, 2022	320.00	302.47	April 26, 2022
Audit Expenses - 2021-2022 Fiscal Year	13,200.00	10,881.90	June 8, 2022
Cozzmic - April 15, 2022 for March 2022	181.92	204.68	April 15, 2022
Bell - April 15, 2022 for March long distance	225.00	58.12	April 13, 2022
Retro 1% - Salary and benefits 2021-22 Fiscal Year	9,491.00	9,509.79	April 13, 2022
Backup Server CTSit	5,269.50	5,269.51	April 5, 2022
Group Benefits	444.75		
TOTAL ACCRUED	29,482.17	26,320.02	

AMORTIZATION	Annual 20/21
Equipment/Furniture	4,256
Computers	11,615
Software	37,029
Amortization MCCSS	52,900

HST Refund	6,754.39
HST Paid/yet to be Refunded	3,616.78
HST is paid at time of cheque issued, yet bookkeeping & financial report take out the rebate which will be refunded; this reflects the rebate which balances the cheque written to the bookkeeping/financial report.	
Month's Transaction Totals	
Total revenue deposited	403,785.40
Total cheques written	168,530.16
Total withdrawals	266,754.49



Board of Directors
Report from the Chief Executive Officer - Open Meeting
October 25, 2022

Communication and Counsel to the Board

Quarterly Report for Q2, July 1 to September 30, 2022

Ministry Reporting Data	2022-23 Q4	2022-23 Q3	2022-23 Q2	2022-23 Q1	2021 - 2022	Notes
Total Unique Children & Youth			4,034	3,835	4,088	<p>Active cases March 31st are carried over into Q1.</p> <p>Compared to Q2 a year ago, we have served 30% more children this fiscal year.</p> <p>TAY = Transitional Aged Youth, age 14 – 18</p>
CMH Access & CMH Service Coordination Unique Target 2,200			2,687	2,505	2,673	
<i>Direct Hours</i>			897	542	2,190	
<i>Indirect Hours</i>			3,594	1,953	7,791	
<i>Unique Males</i>			1,301	1,222	1,242	
<i>Unique Females</i>			1,338	1,238	1,388	
<i>Unique Other</i>			48	45	43	
<i>Unique Aged 0 – 5</i>			211	187	242	
<i>Unique Aged 6 - 10</i>			806	764	791	
<i>Unique Aged 11 - 14</i>			853	816	785	
<i>Unique Aged 15 - 18</i>			817	738	855	
CMH Eligible for Transition			328	198	531	
CMH Ended Service			128	59	225	
Unique Complex Clients Target: 120			168	165	197	
CDS Access - Unique Target 1,200			1,857	1,792	1,945	
<i>Direct Hours</i>			332	190	628	
<i>Indirect Hours</i>			2,503	1,338	5,355	
TAY with Developmental Disability			227	217	197	
RPAC Target 10			4	4	0	
Additional Data						
Total Intakes/Response			517	285	1065	<p>'Intakes completed by RC/SCs' is 41% more than intakes completed last fiscal Q2. CMH 'intakes/response' are 47% more than last year's Q2, while CDS is 264% more than last year's Q2.</p>
<i>CMH (Children's Mental Health)</i>			341	205	807	
<i>CDS (Child. Developmental Service)</i>			35	15	45	
<i>Both</i>			141	65	213	
Intakes Completed by RC/SC's			368	207	772	<p>CMH Case Conferences are significantly lower by 340% than last Q2 while CDS Case Conferences are similar to last Q2.</p>
Total Referrals			314	181	1,002	
Service Coordination Activity			7,022	3,969	16,377	
Case Conferences			20	13	31	
<i>CMH</i>			5	4	11	
<i>CDS</i>			2	1	0	
<i>Both</i>			6	5	7	
<i>CSP</i>			0	0	4	
<i>FASD</i>			7	3	9	
Case Resolution Reviews			21	4	40	

CSP Ministry Report 1	2022-23 Q4	2022-23 Q3	2022-23 Q2	2022-23 Q1	2021 - 22	Notes Accumulative stats
# New Referrals Target: 60			18	10	20	YTD we have received 90% of the referrals we received last fiscal year.
# New SPC FTE Target: 0			0	0	0	
Total Coordinated Service Plans			100	97	100	
Total SPC FTE			6.1	6.1	6.1	
Total Waiting for CSP Target: 0			7	9	4	
Total Days Waiting Target: 0			992	1,144	584	



FASD Service Coordination						
	Q4	Q3	Q2	Q1	2021-22	Notes
# Referrals			0	0	17	A significant decrease in referrals compared to last year. Main referrer was previously Woodview.
# Served Target 60			54	50	268	
# Active on Caseloads			35	34	47	
# FASD Capacity Building			11	16	178	
Direct Hours			228.75	160.5	643	
Indirect Hours			795.75	424.25	1,752	
# Discharged			5	3	14	
# Waiting Target 0			0	0	1	
Wait Time Target 0			0	0	8	
# Service Plans			19	18	18	

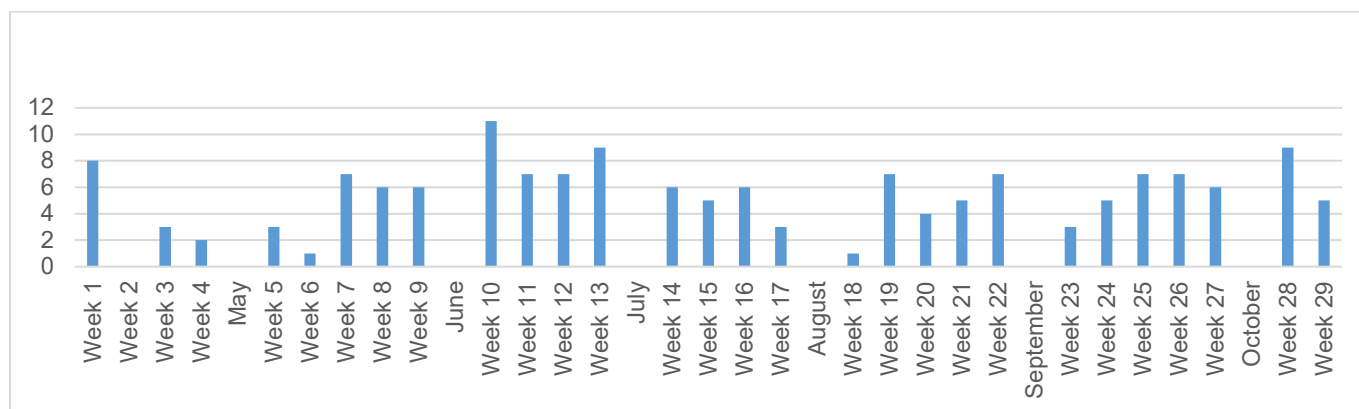


www.info-bhn.ca	2022-23 Q4	2022-23 Q3	2022-23 Q2	2022-23 Q1	2021-22	Notes
Total Records			2,366	2,433	2,561	Updated records stand at 97.7%
- Brant Records			1,221	1,261	1,301	
- HN Records			1,049	1,076	1,104	
- 211 Records			1,751	1,808	1,881	
Updates Completed			1,199	832	572	
New Records Added			16	12	8	
Modified Records			1,431	934	696	
Deleted Records			91	21	23	

Public Views (YTD)			628,870	329,759	1,182,497	Public Views are 58% and Unique Viewers are 48% of last fiscal year's total.
Unique Viewers (YTD)			91,074	44,285	187,829	
Social Media						
# Twitter Followers - CB			1,238	1,216	1,196	When we updated our website, we lost the tool that provides data. This has now been corrected; however, data was not available for Q1 or Q2.
# Twitter Followers Info-BHN			100	93	85	
# Facebook Followers			633	619	599	
# Instagram Followers			575	553	530	
www.contactbrant.net Views			n/a	n/a	16,846	
CB Website Unique Viewers			n/a	n/a	6,338	

Ontario Autism Program: **Urgent Response Service**

URS	2022-23 Q2	2022-23 Q1
Referrals (2 Out of Region)	141	71
Eligible based on Behaviour Threshold within 2 Weeks	78	33
• Aggression	34	15
• Fire Setting	0	0
• Flight Risk	6	4
• Harm to Animals	0	0
• Inappropriate Sexualized Behaviour	1	1
• Property Destruction	2	1
• Risk of Exploitation	2	0
• Self-Injurious Behaviour	19	7
• Suicidal Ideation/Behaviour	7	2
• Violent Thinking	7	3
Peer Support Navigator	22	0
MCCSS Target	190	



Information

Client Feedback

Quality Satisfaction Survey for Access Services (QSS) results:

QSS Distribution	2022-23 4 th Q	2022-23 3 rd Q	2022-23 2 nd Q	2022-23 1 st Q	2021-22	Notes
Response Rate			5%	3%	6%	None of the intakes completed through Woodview's client database receive a request to complete the QSS.
QSS Responses			9	3	28	
QSS Distributed			188	108	493	
Ratio Distribution to Intakes			51%	52%	64%	

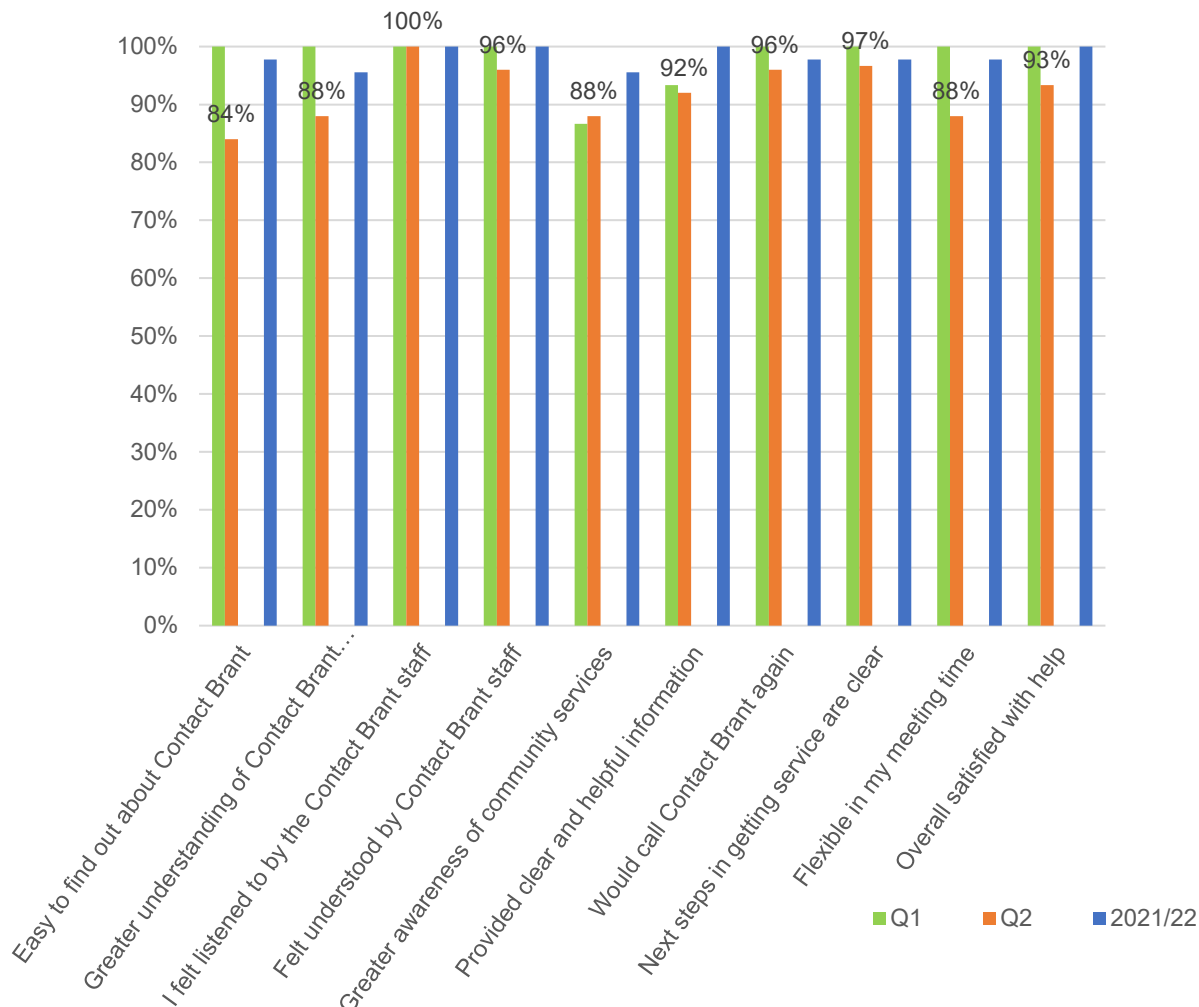
Quality Satisfaction Survey Client Comments

Q2

Being new to Brantford, I wasn't aware of this program. My child struggled in school, but no one directed us to you until someone mentioned it in summer camp. It would be nice if schools were aware of this service to help parents in need. The intake process was in depth and done well so that you could capture all the challenges to get my family the right support.

Great experience with Brant staff very friendly and helpful.

Quality Satisfaction Survey Results 2022-23



Customer Thermometer

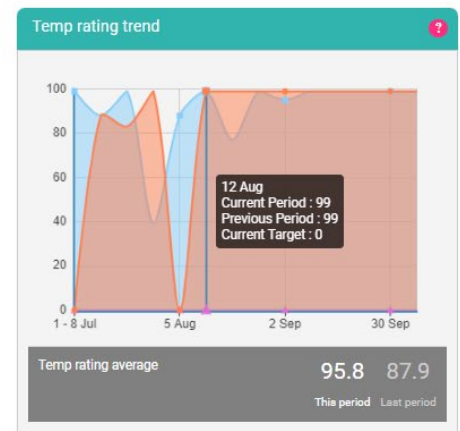
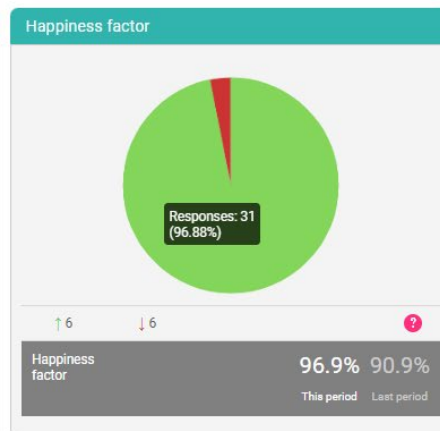
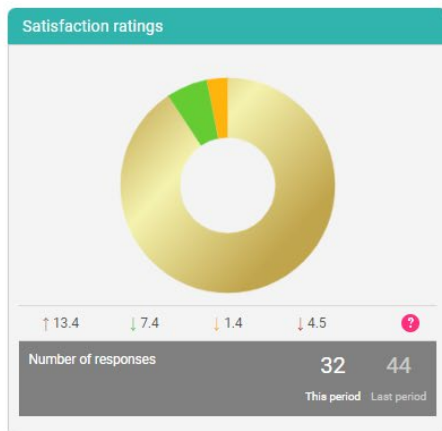
To capture more frequent feedback, we implemented a survey to gather additional feedback from clients. Email signatures include a survey through Customer Thermometer:

“How was the service you received from Contact Brant?”



Great Good OK Poor

Customer Thermometer	
1 st Quarter (July 1 – September 30, 2022)	
Number of Responses	32
Satisfaction Ratings	
• Great	34
• Good	6
• OK	2
• Poor	2
Happiness Factor	96.9%



Customer Thermometer Comments:

- It was great listening to my concerns and pointing my family in the right direction to find a solution for my child and myself.
- The person that I spoke to was thorough and friendly, understanding and let me speak my thoughts.
- As always, the assistance we receive from Contact Brant is amazing and has helped us so much with our daughter.
- Paul Sanderson was simply lovely to deal with and made a very long process much more enjoyable. Keep up the great work.
- Paul was very informative, professional and personable. Thank you!
- Thank you so much. This is fantastic news.
- Very nice people.
- Great.

Information

Asset Protection and Risk Management

Annually, the Board of Directors reviews the status of risk management issues and processes in place to protect the organization's assets.

The Asset Protection and Risk Management Governance Policy states: The Chief Executive Officer will ensure that assets of the organization are adequately protected through risk management practices, human resource and financial policies and appropriate and sufficient insurance coverage. Procedures for this Policy outline how this will be accomplished.

The following summarizes our current position:

1. The Chief Executive Officer will ensure legislative and regulatory compliance regarding all assets, including individual's files.
 - ✓ *Policies reference legislative and regulatory directives*
 - ✓ *Contact Brant is in compliance*
2. The Chief Executive Officer will ensure that insurance coverage including theft and casualty losses are insured to at least 80% replacement value.
 - ✓ *Insurance coverage is reviewed and renewed annually in September by the Board*
3. The Chief Executive Officer will ensure against liability losses to Board members, staff, or the organization in an amount recommended by the corporation's insurance advisor and approved by the Board of Directors.
 - ✓ *Insurance coverage is reviewed and renewed annually in September by the Board*
4. The Chief Executive Officer will take all reasonable precautions to protect the organization, its Board or staff from claims of liability.
 - ✓ *Insurance coverage is reviewed and renewed annually in September by the Board*
 - ✓ *Policies outline standards and expectations for staff to reduce the risk of claims of liability*
 - ✓ *Legislative and regulatory directives are part of policy and practice*
 - ✓ *The Board recommends annually the organization's legal counsel, in case this is required*
5. The Chief Executive Officer will take all reasonable precautions and actions to protect the organization's public image or credibility.
 - ✓ *Policy and practice address Contact Brant's public image and credibility*
 - ✓ *Contact Brant utilizes the Quality Satisfaction Survey (QSS) to gather client feedback; Contact Brant receives very high satisfaction feedback*
 - ✓ *QSS outcomes are provided to the Board and Ministry quarterly*
 - ✓ *Contact Brant completes a Community Stakeholder Survey every 2 years and has received very positive feedback*
 - ✓ *Contact Brant has a Business Continuity Policy which is reviewed annually and addresses emergency situations to ensure service is not interrupted for any period of time*
6. The Chief Executive Officer will develop and implement human resource and occupational health and safety policies that reflect best known practices and all relevant legislation.
 - ✓ *Policies and practices in place*
 - ✓ *Annual Performance Reviews are being completed*

7. The Chief Executive Officer will develop and implement financial policies and practices that ensure accountability and reasonable internal controls including segregation of duties wherever possible.
 - ✓ *Policies and practices in place*
 - ✓ *Monthly financial reporting to the Board; quarterly reporting to the Ministry.*

Contact Brant's Risk Management Operational Policy states: Contact Brant will take all appropriate measures to reduce risk to the organization, including resources, staff, volunteers, finances, and clients. Procedures outline the CEO's responsibilities to identify potential risks and risk management strategies including:

1. Due diligence in managing situations proactively to reduce risk through: annual policy and procedures review; regular and unscheduled workplace inspections and audits to ensure; effective health and safety practices; addressing and reviewing with staff any health and safety issues; investigations into all accidents and analysis of any hazards; reviews of record keeping and practices; orientation and regular training of employees/ students/ volunteers; confidentiality regarding employee information; documentation; enforcement of policies with progressive discipline when necessary; adequate insurance coverage; regular review of financial records; financial transparency and accountability
 - ✓ *Due diligence has been used for all of the above.*
2. Annually review the Contact Brant policies and procedures and update according to changes in legislation, agency practices and Ministry guidelines
 - ✓ *CEO reviews policies and recommends revisions to the Board throughout the year.*
3. Annually ensure that policies and procedures are reviewed by all staff
 - ✓ *Policies reviewed at staff meetings throughout the year.*
4. Maintenance, including preventative maintenance, of Contact Brant equipment and office site
 - ✓ *Due diligence has been used for maintenance of equipment.*
5. Employees who are required to drive a vehicle as part of their duties, have adequate vehicle insurance and possess a valid driver's license
 - ✓ *Confirm driver's license and insurance at hire; confirm annually thereafter.*
6. Opportunities for employees for required and other relevant training
 - ✓ *Staff are supported to attend professional development opportunities, including crisis intervention and suicide prevention strategies*
 - ✓ *Staff set annual personal goals for their work at Contact Brant as part of Performance Reviews.*
7. Ensure all employees are responsible to work in a safe and healthy manner; keep the workplace free from all forms of abuse/neglect; respect and appreciate the dignity and worth of clients, their families and other professionals
 - ✓ *This is practice.*

Additionally, the Board annually reviews the Ministry Risk Assessment. We continue to be assessed as 'Low' risk. The assessment covers:

- Governance

- Service Delivery
- Stakeholder Satisfaction
- Financial Risk
- Legal
- Information Technology
- Human Resources

Information

Business Continuity Plan

Annually, the Board reviews the Business Continuity Plan to ensure the Plan addresses the risks most likely to occur as well as the essential services and resources that are required to continue operations. The Business Continuity Governance Policy outlines the importance of planning to ensure that Contact Brant is prepared to deal with emergencies and has the resources and information needed. The Policy states: The Chief Executive Officer will ensure a sound business continuity/emergency preparedness plan is in place to address the risk from potential disasters and will ensure steps are in place for service delivery to clients as soon as possible. Procedures outline the CEO's responsibilities to address business disruption, protection of resources and reputation, recovery of business operations, and minimizing the impact of disruptions.

The Business Continuity Operational Policy outlines the potential risks most likely to occur, critical business services, and the Plan for Business Continuity.

Critical Business Services:

At a minimum, the following business options should be maintained or resumed as soon as possible: Phone reception, Information, Intake and Referral, Service Coordination including Case Resolution for complex needs, and financial accountability including payments and financial statements.

1. *Prioritization and coordination of services* may be especially important during a community disaster for those most in need; the Case Resolution function may need to be implemented to address individuals at risk. This could be implemented at a minimum once communication systems are available.
2. *Information*, especially general information provided by the municipality or province, may be especially important during a community disaster and Contact Brant, as a recognized access point, may be able to play a key role. This could be implemented at a minimum once communication systems are available.
3. *Intake and referral* to Brant children's mental health services and developmental services. Response to individuals and families, and working relationships with community partners, may be especially important during a community disaster. This could be implemented at a minimum once communication systems are available.
4. *Payment of the organization's bills*, including employee salaries, should be completed in a timely fashion. This could be implemented at a minimum once communication systems are available.

The Plan for Business Continuity:

- It is anticipated that additional Board meetings may be required to address issues arising from emergencies; the CEO and Executive Assistant must ensure information is up to date and provided to the Board of Directors.

- Employees should consider recovery arrangements already in place such as internal and external telecommunications, backup systems, and alternate modes of services and facilities:
 - a. The contracted IT Support, as well as the web-based EMHware database, both provide offsite backup to data and should be expected to make systems and data available to employees as soon as possible, according to the contractual agreements.
 - b. Employees can access email and the database from off-site with passwords and personal home office equipment, which may make it possible to carry on services quite quickly if access to the office site is limited. Employees should work from their home if the Contact Brant office site is not accessible or usable.
 - c. The CEO could secure an alternate temporary off-site location with a partner agency or other rental if the Contact Brant site is not accessible for an extended or short term.
 - d. Service staff are provided with mobile phones that can be used by any employee in case of interruption in phone services at the office.
 - e. Intake information including the Common Tool for Intake and other forms can be completed utilizing paper copies if access to the database is not available; data can be input later. Additional administrative resources may be required to assist with this data input. If program employees are all unavailable for work, arrangements with another Contact agency may be made.
 - f. Referral packages to agencies can be handwritten or typed as a Word document if the database is not available.
 - g. Meetings can be held by teleconference.

Potential Risks Most Likely to Occur

1. Natural and Other Disasters

The CEO and the Board of Directors will ensure adequate insurance, health and safety policies and procedures, and workplace health and safety measures are in place to minimize the organization's risk from natural disasters, as well as to minimize the time that services are not available.

The CEO will ensure an alternate location for services if the office site is not accessible for an extended period after any disaster. All employees are expected to complete work at home, or in another location, wherever possible. Employees will check their messages and return calls regularly. Administrative employees will ensure the answering machine message is changed, wherever possible, to reflect that the office is closed with anticipated timelines.

i) Tornadoes and Earthquakes

When school boards close schools or school transportation are cancelled in the City of Brantford due to weather or environmental conditions, the Contact Brant office will be closed.

ii) Fire – Employees must implement reasonable precautions to avoid fire hazards and follow the Health and Safety Policy to reduce risk. Fire alarms, smoke detectors and fire extinguishers are in place and checked regularly. Following a

fire, employees should not access the site unless the Fire Department authorizes the safe access to the building.

- iii) Blizzards – When school boards close schools and school transportation is cancelled in the City of Brantford due to weather conditions, the Contact Brant office will close. Employees should plan ahead when weather forecasts implicate poor weather the next day and will be expected to complete as much work at home as possible. The Contact Brant lease includes snow removal as a responsibility of the landlord.

2. *Accidents and Threats*

All employees are expected to be knowledgeable on health and safety and take all reasonable actions and responsibility for ensuring the work environment is safe to minimize risk of accidents and threats. All employees are expected to be knowledgeable on the possibility of potential threats and allegations to staff, and take all reasonable actions and responsibility for ensuring their safety, according to the Staff Safety Policy. All employees will receive Crisis Intervention training.

3. *Power and Energy Disruptions*

Power and energy disruptions may not affect cell phones and laptops, which should be utilized as needed. If power and energy disruptions are only limited to the Contact Brant office, employees should work at home. The Chief Executive Officer, or alternate, will use best judgment regarding temporary closure of the office depending on the projected length of the power or energy disruption, temperature especially in winter months, or the lack of lighting or water in the office.

4. *Pandemics*

A flu pandemic occurs when public health authorities confirm a virus is virulent and easily transmitted to humans; Contact Brant will follow the directions communicated by the Brant County Health Unit/Medical Officer of Health. The CEO will monitor the health of employees and use best judgment regarding flexible scheduling of hours or sending an employee home due to infectious disease symptoms. The CEO may also consider Telework approvals, as well as possible closure of the office.

- ✓ *This was implemented in March 2020 and has continued to be addressed through the pandemic.*

Employees are expected to use sick benefits, including longer-term benefits, if required. A leave may be paid through consideration of the following policies: Sick Leave, Leave of Absence, and Vacations and Holidays. Employees are expected to follow health and safety policies and procedures, as well as guidelines by the City and the Health Unit to reduce risk of infection. If an employee is quarantined by Public Health officials, the employee must provide the employer with a written confirmation from a Public Health official including the quarantine period.

In the event that the CEO or designate are unavailable due to a pandemic, the other Contact agencies have agreed to be available for consultation.

5. *Technological Disruptions*

Technological disruptions could occur due to IT provider services, IT maintenance services, or cyber-attacks and hacker activity. The CEO will mitigate risks through adequate back-up systems, firewalls, policies regarding computer and internet use, use of passwords, and frequent password changes. Employees will ensure use of

passwords and will bring any concerns regarding IT resources or access to the attention of the CEO, Administrative Assistant and/or IT maintenance services.

Recommendation: Approve the Business Continuity Plan including the identification of the potential risks most likely to occur, as well as the critical business services.

Decision



**Policy Review Committee
Recommendations to the Board
October 25, 2022**

HRCovered has recommended some significant revisions as well as some new policies which are attached. The Sick Leave Policy is still under review by HRCovered, and the Health and Safety Policies still need to be drafted as part of these HR Policies - once they are completed (target November), they will be brought to the Board.

Following are 20 new and revised policies for Board approval:

- Accessibility (formerly Customer Service, with added legislative expectations)
- Human Rights Commitment – new
- Pay Equity - new
- Hiring and Conditions of Employment - revised
- Hours of Work – revised. Note the former policy included a section on 4-day work weeks which has not been requested or provided during COVID. I have omitted this as there were some complications with scheduling and the hybrid model offers employees a flexibility they seem to be enjoying.
- Protected Leaves – formerly Leave of Absence; revised
- Sick Leave - revised
- Vacations and Holidays - revised
- Termination of Employment – revised
- Privacy and Confidentiality – revised
- Compensation and Benefits – revised
- Absenteeism and Attendance – new
- Performance Review – revised
- Professional Development – revised
- Professional Code of Conduct – revised
- Progressive Discipline – revised
- Telework – revised
- Abuse – revised
- Conflict of Interest – revised
- Employee Conflict Resolution - revised.

Also attached for information is the revised Employee Handbook.

Recommendation: Approve the revised Human Resource Policies as presented.

- Accessibility
- Human Rights Commitment
- Pay Equity
- Hiring and Conditions of Employment
- Hours of Work

- Protected Leaves
- Sick Leave
- Vacations and Holidays
- Termination of Employment
- Privacy and Confidentiality
- Compensation and Benefits
- Absenteeism and Attendance
- Performance Review
- Professional Development
- Professional Code of Conduct
- Progressive Discipline
- Telework
- Abuse
- Conflict of Interest
- Employee Conflict Resolution.

Decision

SECTION: Human Resources

POLICY: HR 1

REVISED: October 2022
November 2014; January 2013

PAGE: 1 of 5

ACCESSIBILITY POLICY

PREAMBLE

Contact Brant is committed to upholding and exceeding Ontario's legislation intended to remove barriers to accessibility for persons with disabilities. This includes providing equal access to employment, information, goods and services, and treating persons with disabilities with dignity and respect in a way that takes their disability into account.

Contact Brant is committed to giving people with disabilities the same opportunity of access to our services and in a similar way that these services are available to all others we serve. Contact Brant will abide by the provisions of the Accessibility for Ontarians with Disabilities Act, as well as the Accessibility Standards for Customer Service Regulation (AODA regulation 429/07). Contact Brant is committed to providing services to clients, families, the public, and staff that are free of barriers and biases. (Also see Confidentiality Policy; Complaints Policy)

Users of Contact Brant services and facilities may have disabilities and may use personal assistive devices. Examples of assistive devices include:

- Wheelchair, scooter, walker, cane
- Hearing aids or amplification device
- Oxygen tanks
- Electronic notebooks or laptop computers
- Personal data managers
- Communication boards using symbols, words or pictures
- Speech-generating device that 'speaks' when a symbol, word or picture is pressed.

A key point to remember is not to touch or handle an assistive device without permission.

- Ask to move a person in a wheelchair and confirm that the person is ready to move
- Wait for and follow the person's instructions
- Describe what you are going to do/where you are going before you do it
- Avoid uneven ground and objects that create a bumpy and unsafe ride
- Practice consideration and safety – do not leave the person in an awkward, dangerous or undignified position such as facing a wall or in the path of opening doors
- Do not move items or equipment such as canes or walkers out of the user's reach
- Respect personal space. Do not lean over a person with a disability or lean on their assistive device
- Let the person know about accessible features in the immediate environment (e.g., automatic doors, accessible washrooms, elevator)

Communicating with people with disabilities:

- Speak as you would to anyone, talking directly to the person with disabilities and making eye contact

- Adjust your communication only according to the person's specific needs for accommodation, which may include speaking slower, speaking a bit louder, simplifying communication, pausing sufficiently to allow the person to reply, informing the person directly if you require assistance yourself with their form of communication, inquiring if an interpreter is required

Definitions

Definitions are taken from the *Accessibility for Ontarians with Disabilities Act*, S.O. 2005, C. 11 or *Ontario Human Rights Code*.

"*Accessible formats*" may include, but are not limited to, large print, recorded audio and electronic formats, braille, and other formats usable by persons with disabilities.

"*Barrier*" means anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including a physical barrier, an architectural barrier, an information or communications barrier, an attitudinal barrier, a technological barrier, a policy, or a practice; ("obstacle").

"*Disability*" is defined broadly by the *Ontario Human Rights Code* include both visible and non-visible disabilities such as physical disabilities, vision disabilities, deafness or being hard of hearing, intellectual or developmental disabilities, learning disabilities, and mental health disabilities:

1. Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device,
2. A condition of mental impairment or a developmental disability,
3. A learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,
4. A mental disorder, or
5. an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act*, 1997."

POLICY

Contact Brant will make every reasonable effort to meet the requirements of the *Accessibility for Ontarians with Disabilities Act (AODA)*, 2005, including all applicable elements of the *Integrated Accessibility Standards*:

1. Information and Communication
2. Employment
3. Customer Service
4. Design of Public Spaces
5. Transportation

Contact Brant will strive to provide excellent customer service and an environment that reflects and values diversity, dignity, independence, integration and equal opportunity.

PROCEDURE

1. The Chief Executive Officer and Manager of Service Coordination will ensure appropriate training is available for employees to ensure they are familiar with policies, practices, and procedures for communicating with and providing services to persons with disabilities.
2. The Chief Executive Officer will address barriers in a timely manner, and inform the Board of Contact Brant of any identified barriers as well as recommended solutions.
3. **Information and Communication**
Contact Brant will make its information accessible to people with disabilities by creating materials and supports in accessible formats, and it will notify the public of the types of accessible formats provided.

Contact Brant will deliver alternate formats of information to clients, upon request. If a particular material cannot be converted into an accessible format that meets the needs of the person requesting it, Contact Brant will provide details of why it cannot be converted and provide a summary of the information or communication in another way that is suitable to the person requesting it. This extends to any emergency procedures or safety information prepared by Contact Brant.

4. **Employment**

Contact Brant welcomes and encourages employment applications from people with disabilities and will do its part to make hiring and employee support practices more accessible by providing accommodation during all stages of recruitment, hiring, and employment.

- 4.1 If a job applicant requests accommodation, Contact Brant will consult with the applicant and provide suitable accommodation that takes the person's accessibility needs into account.
- 4.2 When making offers of employment, Contact Brant will notify the successful applicant of its policies for accommodating employees with disabilities.
- 4.3 New employees will be reminded about the organization's job accommodation policies as soon as possible upon being hired and notified when any future changes are made to policies. Policy and practice information will include available employment accommodations that will be provided for job related matters such as performance management, career development, emergency response plans, and return to work information.
- 4.4 Contact Brant will consult with an employee who requests it, to provide or arrange for the provision of accessible formats and communication supports that take the employee's needs into account when providing information that is needed to perform the employee's job, and information that is generally available to employees in the workplace.

5. **Customer Service**

- 5.1 Contact Brant will communicate with people with disabilities in a way that takes the individual's disability into account, and will provide customer service in a manner that removes barriers for people with disabilities according to the following key principles of the AODA:
 - *Dignity* - Service is provided in a way respects the dignity of persons with disabilities. A person with a disability is deserving of effective and full service as any other customer. Service delivery needs to take into account

how people with disabilities can effectively access and use services and show respect for these methods.

- *Independence* - Service is provided in a way respects the independence of persons with disabilities. Independence means freedom from control, interference or influence of others, including freedom to make your own choices and doing things in your own way. Staff should not hurry or take over a task for them if they prefer to do it themselves in their own way.
- *Integration* - Service to people with disabilities will be integrated with others, unless an alternate way of providing the goods, service or facility is required by the person with the disability. Service is provided in a way that allows the person with a disability to benefit from the same services, in the same place, and in the same or similar way as other customers, unless an alternate measure is necessary to enable a person with a disability to access goods or services.

Sometimes integration does not serve the needs of all people with disabilities; alternative measures, rather than integration, might be necessary because the person with a disability requires it or because you cannot provide another option at the time. If staff are unable to remove a barrier to accessibility, they need to consider what else can be done to provide services to people with disabilities.

- *Equal opportunity* - Persons with disabilities will be given equal opportunity to use and benefit from the goods, services, or facilities an organization has to offer. They should not have to make significantly more effort to access or obtain service, nor have to accept lesser quality or more inconvenience.

5.2 Employees will make every attempt to ensure that assistive measures are made available, including but not limited to staff assistance, sign language interpretation, and oral interpretation.

5.3 Assistive Devices, and Service Animals, Service Dogs or Guide Dogs:

Persons with disabilities who use an assistive device will be permitted to use their own device to access the goods and services of Contact Brant. Assistive devices are used by people with disabilities to help with daily living and include a broad range of products such as wheelchairs, walkers, white canes, oxygen tanks, portable chalk boards and electronic communication devices that people may bring to the premises.

If a guide dog or other service animal accompanies a person with a disability, Contact Brant shall ensure that the person is permitted to enter the premises with the animal and to keep the animal with him or her, unless the animal is otherwise excluded by law from the premises. Employees must be prepared to respond to special situations, such as other customers having an allergy or great fear of animals, and making every effort to meet the needs of both individuals.

5.4 Support Workers: If a support person accompanies a person with a disability, Contact Brant will ensure that both persons are permitted to enter the premises together and that the person with a disability is not prevented from having access to the support person while on the premises.

Employees will secure consent of the individual/guardian regarding disclosures made in the presence of the support person.

Contact Brant will ensure that notice is given in advance if admission fees will be charged to support workers for accessing the goods or services in their role as support person, including how much the fee will be.

- 5.5 Service Interruptions: If there is a temporary disruption in any of our services either in whole or in part, Contact Brant will provide notice of the disruption to the public via as many channels as possible, in accessible formats, where available, including physically posting notices where the disruption is taking place as well as through any other channels that are appropriate such as email, phone, text, social media, or on our website. Notice of the disruption will include the reason for the disruption, its anticipated duration and a description of alternative facilities or services, if any, that are available.
- 5.6 Process for Receiving Feedback: Contact Brant will accept feedback about the way in which it provides goods and services to persons with disabilities in person, by phone or email, or in another way that is suitable to a person with a disability.

When a complaint is received about the manner in which we provide goods, services or facilities to persons with disabilities, Contact Brant will let the person who submitted the feedback know about the actions the organization will take to resolve the issue.

6. **Design of Public Spaces**

If Contact Brant redesigns or redevelops an outdoor public space such as a parking area, outdoor eating area or play space, exterior path of travel, recreational trail or beach access route, or an indoor or outdoor service counter, waiting area or queuing line, it will do so in accordance the Design of Public Spaces Standard of the AODA. Contact Brant will also ensure any newly redesigned or redeveloped areas are maintained in accordance with the rules set out by the AODA.

- 6.1 Contact Brant will provide an environment in its facilities and exhibit conduct that reflects and values diversity, dignity, independence, integration and equal opportunity for our clients, families, the public, staff and volunteers.
- 6.2 Employees will ensure that the facilities' accessibility elements, including the elevator and wheelchair accessible door, are functioning, and will ensure they are knowledgeable on how to operate these accessibility elements.
- 6.3 Employees will inform the Chief Executive Officer of any physical barriers, architectural barriers, information/communication barriers, technological barriers, or a policy or practice that pose barriers for people with disabilities.
- 6.4 The CEO will work with Woodview to ensure that wheelchair accessibility signage is maintained and visible, and that any parts of the facilities that are not open to the public are marked "Employees Only".
Note: When services that are normally provided to a person with a disability are temporarily unavailable, such as access to an elevator, Woodview will post a notice at all entrances. All efforts will be made to accommodate the person in another location within the building, or other community site, when services are temporarily unavailable.

7. **Transportation**

Contact Brant does not provide conventional or specialized transportation services to passengers and is not required to adhere to the Transportation Standard.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 2

DATE: October 2022

PAGE: 1 of 2

HUMAN RIGHTS COMMITMENT

PREAMBLE

Contact Brant is committed to upholding the human rights of all employees. Specifically, Contact Brant will ensure that every employee has a right to equal treatment under the protected grounds and aspects of employment established by the *Ontario Human Rights Code*:

- Age
- Ancestry, colour, race
- Citizenship
- Ethnic origin
- Place of origin
- Creed
- Disability
- Family status
- Marital status (including single status)
- Gender identity, gender expression
- Record of offences (in employment only)
- Sex (including pregnancy and breastfeeding)
- Sexual orientation

POLICY

Contact Brant will not discriminate against any of its employees under any of the protected grounds established by the Ontario Human Rights Code.

Contact Brant will ensure equal treatment for its employees, including, but not necessarily limited to, the following processes:

- Job applications
- Recruitment
- Training
- Transfers
- Promotions
- Dismissal
- Layoff

Contact Brant will ensure that the right to equal treatment is upheld in the areas of rate of pay, overtime, hours of work, holidays, benefits, shift work, discipline, and performance evaluations.

PROCEDURES

1. Duty to Accommodate: Contact Brant has a duty to accommodate employees to eliminate negative treatment based on the prohibited grounds of discrimination. Contact Brant will accommodate to the point of undue hardship which can only be considered when adjustments to a policy or practice would incur financial cost, necessitate outside funding, or create risks to the health or safety of a person.
2. Filing a Complaint: Contact Brant acknowledges that an employee who believes their rights have been violated may speak to a Human Rights Officer or file a complaint with the Ontario Human Rights Tribunal. Contact Brant will not retaliate against any employee who has filed a complaint with the Tribunal or had someone file a complaint on their behalf.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 3

DATE: October 2022

PAGE: 1 of 2

PAY EQUITY

PREAMBLE

The purpose of this policy is to demonstrate Contact Brant's dedication to Pay Equity, or providing equal pay for equal work, as legislated under the *Employment Standards Act*, 2000 (ESA) and the *Pay Equity Act* (Ontario). Employee pay rates will be based on the following criteria: skill, effort, responsibility, and working conditions.

Although the Pay Equity Act is specific for equal pay for equal work of 'men and women', Contact Brant's policy includes the commitment to meet The Pay Equity Act requirements, and goes beyond that for pay equity that addresses all diversity.

Definitions - As per Ontario.ca or *The Pay Equity Act*:

"Equal work" means the employees perform substantially the same kind of work in the same establishment, the work requires substantially the same skill, effort and responsibility and is performed under similar working conditions. Each of these conditions must be met for equal pay for equal work to be required.

"Substantially the same kind of work" means the work does not have to be exactly the same. What matters is the actual work performed by the employees, not the stated conditions of their job offer or their job description.

"Skill" means the amount of knowledge, physical skill or motor skills needed to perform a job. This includes:

- education, like post-secondary degrees and diplomas
- training, like apprenticeships
- experience, like the number of years required to master a skill or gain expertise
- manual dexterity, like hand-eye coordination

"Effort" is the physical or mental effort regularly needed to perform a job.

POLICY

Contact Brant believes in providing equal pay for work of equal value and is committed to using objective factors of skill, effort, responsibility, and working conditions when compensating employees. Contact Brant will meet legislative requirements as outlined in the *Employment Standards Act* and the *Pay Equity Act*.

Contact Brant will not pay one employee at a rate of pay less than another employee on the basis of gender or gender identity when:

- they perform substantially the same kind of work in the same establishment
- their work requires substantially the same skill, effort, and responsibility
- their work is performed under similar working conditions.

Contact Brant will not lower employees' rates of pay to create equal pay for equal work.

PROCEDURES

1. Employer Responsibilities: Contact Brant will:
 - Establish and maintain compensation practices that provide for pay equity
 - Examine evaluate its job positions using fair and equitable standards as outlined in the *Employment Standards Act* and *Pay Equity Act*. The agency will ensure the job-to-job comparison method is utilized when assigning compensation to ensure gender and diversity neutral pay.
 - Utilize the job-to-job comparison method outlined in the Pay Equity Act to ensure gender neutral pay.
2. Exceptions: Where employees of are doing equal work, they can be paid different rates of pay if the difference is due to:
 - a seniority system
 - a merit system
 - a system that measures earnings by production quantity or quality.
3. Reprisals: Contact Brant will not punish an employee in any way for asking other employees about their rates of pay, or for disclosing their own rate of pay to another employee, for the purpose of determining or assisting that employee in determining whether they are receiving equal pay for equal work.
4. Filing a Claim: In the event an employee believes that the organization is not complying with the equal pay for equal work provisions, the employee may file a claim with the Ministry of Labour.

SECTION: Human Resources	POLICY: HR 04
REVISED: October 2022 May 2018; May 2016; September 2015; June 2013	PAGE: 1 of 5
HIRING AND CONDITIONS OF EMPLOYMENT	

PREAMBLE

The purpose of this policy is to outline the processes Contact Brant will follow to ensure our hiring practices are fair, consistent, equitable and in line with all applicable legislation such as the *Ontario Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act*, and the *Employment Standards Act*.

Contact Brant is committed to treating people fairly, with respect and dignity, and to offer equal employment and volunteer opportunities based on an individual's qualifications and performance, free from discrimination or harassment because of race, ancestry, place of origin, ethnic origin, colour, citizenship, creed, sex, sexual orientation, age, marital status, family status, and handicap.

All employees and students will be required to submit a Police Vulnerable Sector Check. The Human Rights Code does allow an employer to discriminate on the basis of a record of offences but only where it is a reasonable and bone fide qualification because of the nature of employment. In our work with children, youth and their families/caregivers, Contact Brant defines the following vulnerable sectors that we work with to include, but not limited to:

- Children and youth ages 0 – 18
- People with disabilities or special needs, including the child/youth or parent/caregiver
- People with mental health and addictions issues, including the child/youth or parent/caregiver.

The purpose of this police check is to assist Contact Brant in determining whether a candidate has any past conduct that would suggest that they are not a suitable candidate because of concerns about honesty, integrity, trust or the safety of others. The following will also be considered:

- How recent the occurrence leading to criminal convictions for which a pardon has not been granted; and
- The criminal conviction for which a pardon has not been granted must not be in contradiction to the organization's Professional Code of Conduct Policy and the agency's core values.

The Brantford Police Services website indicates the Police Vulnerable Sector Check includes:

- Criminal convictions (summary and indictable);
- Findings of Guilt under the Youth Criminal Justice Act within the applicable disclosure period;
- Outstanding entries (charges and warrants, judicial orders, Peace Bonds, Probation and Prohibition Orders);

- Absolute and conditional discharges;
- Family Court Restraining Orders;
- Where it meets the Public Safety Assessment, non-conviction dispositions including Dismissed, Not Guilty, Stayed, Withdrawn;
- Not Criminally Responsible by Reason of Mental Disorder;
- All available police contacts including but not limited to theft, weapons, sex offences, or violent, harmful or threatening behavior which may or may not have involved a mental health incident;
- As authorized for release by the Minister of Public Safety, Criminal Code convictions for sexual offences for which a record suspension (pardon) was received.

POLICY

Contact Brant is committed to the principles of equality and diversity in the workplace. We aim to hire the best candidate for the position based on their qualifications and merit in terms of knowledge, skills, and experience. Contact Brant will not discriminate against job applicants on any of the grounds protected by human rights legislation during any phases of the recruitment, screening and hiring process.

PROCEDURE

1. Recruitment: The Chief Executive Officer will determine the most appropriate means of advertising a position, the key competencies required in the position, and a screening process based on the job posting requirements.
 - 1.1. Contact Brant may use any method of recruitment it deems appropriate to fill a position; the agency has no obligation to publicize an available position.
2. Contact Brant welcomes applications from persons with disabilities, and will provide accommodations during all stages of the hiring process, upon request.
 - 2.1. This statement will be added to any job postings and all applicants will be reminded of this policy (i) when they are invited to an interview, and (ii) within any job offer provided.
 - 2.2. All hiring managers of Contact Brant will treat all job applicants with dignity and respect.
3. Interview: The most qualified candidates will be selected for an interview; education, performance, related experience, skill and ability to perform the job are the primary considerations for the selection of candidates. Only those individuals selected for an interview shall be contacted.
 - 3.1. At no time during the interview process will any questions be asked that touch on any prohibited areas outlined in the *Human Rights Code* (such as age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, sex/pregnancy, family status, marital status, sexual orientation, gender identity, gender expression, and record of offences).
 - 3.2. All interviews for a position will consist of a written set of questions formulated to assess an individual's qualifications for a position.
 - 3.3. Candidates will be informed that a satisfactory Police Vulnerable Sector Check will be required by the successful candidate as a condition of employment; any discrepancies between the answers provided at interview

and the results of the police check will be grounds for not hiring the applicant. The police check costs may be covered by Contact Brant.

4. Selection Process: Reference checks must be completed for any candidate that is considered for hiring prior to making an offer of employment, to validate credentials and the accuracy of information provided by the candidate during the recruitment and screening process.
 - 4.1. Three Reference Checks must be completed for any candidate that is considered for hiring prior to making an offer of employment; two references should be employers to verify the candidate's employment history and quality of work.
 - 4.2. Where qualifications are deemed equivalent, preference will normally be given to internal candidates.
5. Offer of Employment: Any offer of employment will outline the terms and conditions of employment, as well as will contain a probationary period of at least three months, so that both the employer and employee can trial the fit between the employee and the position, without any negative consequences.
 - 5.1. The Chief Executive Officer or Manager of Service Coordination will contact the successful candidate with an offer of employment meeting. At the meeting, the Chief Executive Officer will provide a written conditional offer of employment that will be pending the candidate's acceptance and sign-off of employment conditions.
 - 5.2. Any offer of employment will outline the terms and conditions of employment, including:
 - An offer of employment is conditional upon the candidate submitting a current Police Vulnerable Sector Check confirming there is no offence that is directly related to the position's role whether related to trust by clients or the corporation's business.
 - The start date and hours of work. This will also include an end date if a contract position.
 - Wages and benefits including vacation, sick leave and, if appropriate, medical benefits and pension plan contributions.
 - Identification of a probationary period of at least three months, so that both the employer and employee can trial the fit between the employee and the position, without any negative consequences. Contact Brant can unilaterally extend the probationary period for up to an additional three (3) months.
 - The signed Job Description
 - The signed "Confidentiality Statement and Promise of Commitment" relating to review of the Mission, Vision and Values statements as well as the Privacy and Confidentiality Policy.
 - A statement that employees must maintain a clear record that is acceptable to the agency; any change in the employee's police record must be reported to the CEO immediately.

- As required by the position: Proof of valid driver's license and appropriate automobile insurance, and a statement that the employee must maintain a valid driver's license and driving record acceptable to the agency; any change in the driving record while an employee must be reported to the CEO immediately. Additional an employee who operates their own vehicle in performing their job are financially and legally responsible for any traffic or parking violations, and must maintain adequate insurance at all times at their own expense.
 - Verification of academic achievements, as appropriate to the job position.
 - Written confirmation of review and commitment to the agency's policies and procedures.
- 5.3. Once the offer of employment is signed by the employee and any additional agreed terms have been met, the new employee may begin work at the agreed upon date.
- 5.4. The Chief Executive Officer will ensure any personal information collected during any stage of the recruitment and hiring process is retained in the employee's Human Resource Record and remains confidential.
6. Orientation: New employees will receive orientation and training about the organization and their job responsibilities, as well as key policies and safety issues that pertain to their position or that are required by law.
- 6.1. Each new employee will be provided with a full orientation including but not limited to the facilities, equipment, job duties, building safety and security, and policies and procedures. Orientation will be documented and filed in the employee's personnel file.
- 6.2. New employees must review the Employee Handbook and submit the signed forms to their Supervisor in the first week of employment.
- 6.3. New employees must review all Contact Brant policies and procedures and submit the signed Confirmation of Policy Review to their Supervisor acknowledging that they have read and understood the policies within 2 weeks of hire.
- 6.4. New employees will be provided with and orientated to: the Abuse Policy specifically regarding prevention, identification and reporting; Privacy and Confidentiality Policy; Customer Service Policy; and Contact Brant's Mission, Vision and Values as well as Service Principles and Statement of Rights.
7. Probationary Period: The probationary period provides both the employer and employee time to trial the fit between the employee and the position, without any negative consequences.
- 7.1. The employee's Supervisor will address any concerns about the employee during the probationary period when they occur and provide direction, mentorship and support to help the employee resolve any issues.
- 7.2. Should the concerns fail to be resolved to the satisfaction of Contact Brant, the employee may be terminated without advance notice, in accordance with the Employment Standards Act.

- 7.3. A written performance review will be conducted prior to the end of the probationary period. Provided that the review is satisfactory, the probationary status will be removed.
- 7.4. The probationary period will be extended by the length of any absence from work greater than one week during the probationary period.
8. Annual Reviews: The Chief Executive Officer will ensure annual reviews of all policies and procedures at Staff Meetings; documentation of these reviews will be recorded in the Staff Meeting Minutes.
 - 8.1. Contact Brant employees must sign an annual Attestation Declaration as a condition of ongoing employment. This procedure provides the mechanism for ensuring that the conditions of employment at hire are continuing to be met throughout employment:
 - Any convictions for which a pardon has not been granted and is reasonably related to the employee's role with Contact Brant and the employee's ability to effectively carry out that role will be grounds for discipline up to and including termination.
 - Confirmation that an employee understands their role as a health information custodian and commitment to following the Privacy and Confidentiality Policy.
 - 8.2. Employees will immediately inform their Supervisor of the loss or suspension of their driving license or insurance coverage, or incurring any driving offenses which could affect Contact Brant's insurance coverage, including but not limited to any change in the employee's Ministry of Transportation Driver's Record with respect to convictions, discharges, license conditions or restrictions, or other actions.
 - 8.3. Any failure to report a matter above and/or falsification or misrepresentation of any information on the Annual Attestation Declaration form will be cause for discipline up to and including termination from the agency.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 05

REVISED: October 2022

September 2019; September 2018; September 2015;
December 2012

PAGE: 1 of 4

HOURS OF WORK

PREAMBLE

Contact Brant is committed to ensuring that all employees are compensated, at minimum, as per the standards outlined in the Ontario *Employment Standards Act* (ESA).

Contact Brant's standard hours of operation of 8:30 a.m. to 4:30 p.m. Mondays to Fridays are based on business needs and requirements for answering the phone and responding to walk-ins; however, employees work a flexible schedule to meet the needs of clients and the agency, including before, during and after office hours.

Contact Brant's success depends on the commitment of our employees. Contact Brant strives for a high quality working relationship with employees based on mutual trust, respect, and courtesy. Contact Brant provides a flexible work schedule to meet the needs of clients and the organization; this also allows employees to manage their work and personal commitments.

Contact Brant also provides Vacation, Sick Leave and Protected Leaves for the benefit of employees. Additionally, approved lieu time off with any Banked Hours can be used for personal time including doctors' appointments or family priorities.

Absenteeism has a major impact on any employer both in provision of services as well as incurring a cost. Employers need to know the extent of absenteeism in its organization and work towards reducing it.

Contact Brant will comply with the overtime requirements (over 44 hours in any week) in accordance with the applicable provincial minimum employment standards legislation

This policy sets out expectations for all employees, establishes a system for accountability, tracks and addresses absenteeism, and treats all employees fairly and consistently.

POLICY

Employees work a 37.5-hour workweek (Monday to Sunday), or the number of hours outlined in individual employee contracts.

Staff must organize their schedule to work their appropriate number of hours in a regular workweek wherever possible; approved Banked Hours worked will be reimbursed through approved lieu time off on the basis of 1 hour off for each 1 hour worked above the contracted workweek.

In accordance with the Employment Standards Act, employees are entitled to a one-half (1/2) hour unpaid meal break for every 5 hours worked, as well as a paid fifteen (15) minute break in the morning and a paid fifteen (15) minute break afternoon.

Employees are not to work over 44 hours in a week unless prior approval is received in writing from their Supervisor. Failure to adhere to these guidelines will result in corrective action.

PROCEDURE

1. Workweek: Staff should maintain a 37.5-hour workweek (Monday to Sunday), or the number of hours otherwise stated in their employment contract.
 - 1.1 Contact Brant office hours are 8:30 – 4:30 Monday to Friday; however, employees will flexibly plan their schedule to accommodate clients and other agency needs outside these regular office operations.
 - 1.2 Attendance and punctuality are valued. Employees are expected to attend work for the duration of their scheduled day; employees should recognize that their attendance and punctuality affects productivity, quality of work, and staff morale.
 - 1.3 Employees will manage their workday to include the legislated half-hour lunch period as well as the two 15-minute breaks. Lunch breaks and the 15-minute breaks cannot be taken at the end of the workday.
 - 1.4 Flexible hours may be arranged with the employee's Supervisor as long as it is not to the detriment of the agency.
 - 1.5 If an employee is experiencing workload pressures, it is important for the employee to identify these to their Supervisor in a timely manner so that a plan can be developed together to address this.
 - 1.6 Employees will keep an accurate daily record in their Outlook Calendar of their planned work schedule, as well as approved vacation or approved use of Banked hours to be taken.
2. Attendance Reporting: Employees will submit an Attendance Report of their hours of work to their Supervisor by email in the first week of each month for the previous month. This is the employee's attestation to hours worked and will include:
 - Time In and Time Out – The actual times the employee started and ended each work day
 - Hours Worked – The total hours worked each day (example – started work at 8:30 a.m. and ended work at 4:30 p.m. is 8 hours minus the half hour unpaid lunch means the total Hours Worked for the day is 7.5). This total will also reflect Sick Hours used, Vacation Hours used, and/or Personal Leave taken (example – worked 8:00 – 12:00 for 4 hours, then took 3.5 hours sick time for a total of 7.5 Hours Worked).
 - Sick Hours used (Refer to the *Sick Leave Policy*).
 - Vacation Hours used (Refer to the *Vacation and Holidays Policy*).

- Approved Personal Leaves will be recorded in hours, with 7.5 hours being the maximum for any leave of absence day (Refer to the *Protected Leaves Policy*).
 - The 'Explanation' section must be used to explain when the workweek total is greater than 37.5 (or the number of hours otherwise stated in the employee's contract). It is also used to report whether the Approved Personal Leave was for Bereavement or an approved personal time.
 - Review for accuracy:
 - The calculated 'Total' for Hours Worked
 - The calculated weekly and monthly Banked Hours/Comp Accrued
 - The calculated weekly and monthly Banked Hours/Comp Used
 - Balance Banked/Comp Hours
 - Total Sick Hours Used
 - Remaining Sick Hours total
 - Total Vacation Hours Used
 - Remaining Vacation Hours total.
3. The Chief Executive Officer and Manager of Service Coordination will review each record to ensure the employee's hours of work are within policy and contractual agreements, and will maintain a record of each employees' attendance in the Master Annual Employee Attendance Record.
- 3.1 The Manager of Service Coordination will submit their Master Attendance Report to the Chief Executive Officer on a monthly basis for agency records.
- 3.2 The Chief Executive Officer will report paid time off (sick leave, vacation time, Banked Hours, and personal leaves) to the Board annually, and to the Ministry as required.
4. Lieu Time / Banked Hours: Any hours worked over the employee's contracted workweek (and under 44 hours per week), when an employee cannot organize a flexible schedule within their regular workweek, can be accrued as Banked Hours at the discretion of the employee's Supervisor.
- 4.1 Contact Brant will reimburse approved Banked Hours through lieu time off based on 1 hour off for each 1 hour worked.
- 4.2 Employees must manage their Banked Hours to ensure that the total accumulation will not be greater than 22.5 hours at any given time. Employees should develop a plan to use Banked Hours by coordinating their time off with co-workers to ensure there is sufficient coverage for their workload.
- 4.3 The employee must request approval in advance from their Supervisor to use Banked Hours.
- 4.4 Banked time should be taken within the fiscal year in which it was earned. However, baked hours may be carried over into the new fiscal year if the employee and their Supervisor cannot arrange lieu time off.
- 4.5 Appropriate requests for accumulation of Banked Hours would typically include direct contact with clients, client-related meetings with community partners, completing reports to meet submission timelines, and approved

committee representation that occurs outside of regular business hours that cannot be managed within a flexible schedule.

- 4.6 Employees must report all accumulation and use of Banked Hours on their monthly Attendance Record submission to their Supervisor.
 - 4.7 Banked Hours cannot be accumulated in a week where the employee has not actually worked more than 37.5 hours (or the workweek outlined in their job contract) - for example, weeks where Sick Time, Vacation Time, or personal Leaves of absence have been taken.
 - 4.8 In the event an employee is separated from Contact Brant before they have taken their Banked Hours, every effort will be made to plan with their Supervisor to take the lieu time before their last day. If the Supervisor cannot make these arrangements, the employee will receive the hours banked on their final pay cheque.
5. Overtime Hours: Contact Brant's intent is to work toward a level of efficiency in which staff can meet client and organizational requirements within the regular workweek. No employee will work in excess of 44 hours per week unless approved in advance by the employee's Supervisor and agreed to by the employee in a signed agreement.
- 5.1 Given Contact Brant's ongoing efforts to carefully monitor costs of operation, the employee must obtain PRIOR written authorization from their Supervisor BEFORE working overtime hours.
 - 5.2 In the unlikely event unanticipated and urgent overtime is worked without the employee having obtained prior approval, such approval may subsequently be provided upon a consideration of the circumstances by the CEO. The employee must notify their Supervisor immediately after working such overtime hours.
 - 5.3 When an employee is approved to work in excess of 44 hours in a week, compensation for the approved hours in excess of 44 hours will be through lieu time off, at the rate of one and one half hours (1 ½) for every one (1) hour worked. The lieu time off must be arranged at the time of approving the overtime hours.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 06

REVISED: October 2022

June 2022; May 2019; September 2018;
November 2017; September 2015, August 2012

PAGE: 1 of

PROTECTED LEAVES

PREAMBLE

Contact Brant recognizes that qualified employees have the right to take job protected leave without any negative consequences to their employment. As such, Contact Brant is committed to adhering to the guidelines established by the Ontario *Employment Standards Act* (ESA) with respect to any job-protected leaves. Protected Leaves may be paid or unpaid.

Contact Brant provides a work environment for its employees which is based on fairness, equity and recognition of work/life balance, and complies with legislative expectations.

Bill 47, Making Ontario Open for Business Act, 2018 outlines that employers must annually provide 3 days unpaid Sick Leave, 3 days unpaid Family Responsibility Leave, and 2 days unpaid Bereavement Leave. Contact Brant exceeds these legislative requirements under the Employment Standards Act.

The Protected Leaves Policy is an additional option for employees beyond what is covered in other policies:

- The Sick Leave Policy addresses *paid* leave for illness or non-work related injury, as well as unpaid extended sick leave.
- The Vacation and Holiday Policy provides *paid* leave that employees can request for any personal time off.
- The Hours of Work Policy allows employees to use any approved Banked Hours for lieu personal time off.

Under the ESA, “family members” refers to:

- The employee’s spouse (married or unmarried, of the same or other-identifying gender)
- A parent, stepparent, or foster parent of the employee or the employee’s spouse
- A child, stepchild, or foster child of the employee or the employee’s spouse
- A grandparent or step-grandparent of the employee or the employee’s spouse
- A grandchild or step-grandchild of the employee or the employee’s spouse
- A spouse of the employee’s child
- A brother or sister of the employee
- A relative of the employee who is dependent on the employee for care or assistance

POLICY

Contact Brant:

- Will adhere to all regulations covered under the ESA;
- Provides the job-protected leaves that employees have a right to take; and
- Manages employee leaves in a fair and consistent manner.

PROCEDURE

1.0 Contact Brant recognizes that qualified employees have the right to take job protected leave without any negative consequences to their employment. Contact Brant is committed to adhering to the guidelines established by the Ontario *Employment Standards Act* (ESA) with respect to any job-protected leaves.

The purpose of the various leaves, the eligibility requirements, the length of the leave and the evidence required to substantiate the leave will depend on the type of leave taken and employees are encouraged to speak with their Supervisor regarding their entitlement. Protected Leaves are unpaid, unless otherwise noted in this policy, and include:

- i. Bereavement Leave
- ii. Family Responsibility Leave
- iii. Jury Duty Leave
- iv. Pregnancy Leave
- v. Parental Leave
- vi. Sick Leave
- vii. Voting Leave
- viii. Child Death Leave
- ix. Crime-related Child Disappearance Leave
- x. Critical Illness Leave
- xi. Domestic or Sexual Violence Leave
- xii. Family Caregiver Leave
- xiii. Family Medical Leave
- xiv. Infectious Disease Emergency Leave
- xv. Organ Donor Leave
- xvi. Reservist Leave

2.0 Employees will direct their request for a personal leave of absence to their Supervisor in writing.

3.0 Employees have the right to continue to participate in the company benefits plans during their job-protected leave of absence. This includes programs such as: pension plan, life insurance, extended health care, and dental.

3.1 If an employee wishes to opt out of their participation in these agency-provided benefits, they must provide their request via written notice.

3.2 Contact Brant will continue to pay its portion of the employee benefits contribution to an employee's benefit plan, unless the employee has provided written notice that they wish to opt out during the leave period.

3.3 The employee must reimburse Contact Brant for their share of the benefit plan costs during their job-protected leave.

4.0 Employees will continue to accrue seniority while on a job-protected leave.

- 5.0 The total amount of leave taken by one or more employees under the ESA in respect of the same family member, child, or event is the entire amount of the leave; the leave is not doubled. Employees who are sharing the leave can be on leave at the same time, or at different times; the ESA does not provide restrictions for this. The sharing requirement applies whether the employees work for the same employer or not.
- 6.0 Bereavement Leave: The ESA outlines that employees are entitled to up to two days of unpaid leave in the event of a death of a family member (as defined by the ESA). However, Contact Brant will grant Bereavement Leave with pay in the event of a death of an immediate family member.
- 6.1 The amount of approved paid bereavement leave will depend upon the closeness of the relationship and the unique circumstances of the situation such as needing to make the funeral arrangements, out-of-town travel to attend the funeral. The maximum paid leave for bereavement will be based on the following:
- Up to 5 days for the employee's spouse (married or unmarried, of the same or other-identifying gender); a parent, stepparent, or foster parent of the employee; a child, stepchild, or foster child of the employee; a grandchild or step-grandchild of the employee.
 - Up to 1 day for a parent, stepparent, or foster parent of the employee's spouse; a stepchild, or foster child of the employee's spouse; a grandchild or step-grandchild of the employee's spouse; a grandparent or step-grandparent of the employee or the employee's spouse; a spouse of the employee's child; a brother or sister of the employee or the employee's spouse; a relative of the employee who is dependent on the employee for care or assistance. Consideration will also be given for bereavement for an aunt, uncle, cousin, or other close relationship.
- 6.2 Entitlement for bereavement leave starts once an employee has been employed with Contact Brant for a period of at least two weeks. The entitlement remains the same, regardless of whether an employee is hired partway through the year.
- 6.3 Bereavement leave can be taken on the date of the death or later for a funeral or to settle the estate.
- 6.4 Contact Brant may request reasonable documentation of the need for the bereavement leave such as a death certificate, a funeral home notice, etc.
- 6.5 The Total Hours in a workweek where Bereavement Leave is taken will not exceed 37.5 hours, or the workweek outlined in the employment contract.
- 7.0 Family Responsibility Leave: Employees who have worked for the agency for at least 2 weeks, are entitled to take up to 3 paid Family Responsibility Leave days (22.5 hours) in a fiscal year because of illness, injury, medical emergency or urgent matter relating to immediate family.
- 7.1 Employees may take the leave whether the illness is a planned event (such as surgery that is medically necessary), or an unplanned emergency

such as an urgent matter that could include an unforeseen need for childcare, as an example.

- 7.2 Notice of family responsibility leave may occur before the leave if it is planned, or as soon as it happens if unplanned. This notice can be made orally; it does not have to be in writing.
- 7.3 Contact Brant may request reasonable evidence of the need for the leave. This will not include medical notes or medical information from the doctor of the family member.
- 7.4 Family responsibility leave entitlement resets every fiscal year and the days may not be carried over. The entitlement to the three days remains the same, regardless of whether an employee is hired partway through the year.
- 7.5 The Total Hours in a workweek where Family Responsibility Leave is taken will not exceed 37.5 hours, or the workweek outlined in the employment contract.

Jury Duty and Witness Duty

- 8.0 *Jury Duty:* Contact Brant encourages employees to fulfill their civic responsibilities by serving jury duty when required. Contact Brant will grant a leave to employees for the duration of a jury summons.
 - 8.1 Although not required by legislation, Contact Brant will pay an employee who is granted Jury Duty Leave for a maximum of 2 weeks, conditional on the employee providing a copy of the jury summons to their Supervisor. Following 2 weeks of paid Jury Duty Leave, the employee will be granted a leave of absence without pay for the remainder of the jury summons.
 - 8.2 Contact Brant will continue to provide benefits for the employee during jury duty absence; when on unpaid leave, the employee must reimburse Contact Brant for their share of the premiums.
 - 8.3 Vacation time will continue to accrue during jury duty.
 - 8.4 Employees are expected to report to work whenever the court schedule permits. If juror duties are not required, the employee is expected to return to work for the remainder of the workday.
 - 8.5 Where facilities exist and such activity is not prohibited by the Court during breaks or while waiting, the employee is expected to attend to job-related duties including checking and returning messages.
 - 8.6 The employee must keep their Supervisor informed regarding the expected return to work date throughout the court process.
 - 8.7 Either Contact Brant or the employee may request an excuse from jury duty if, in the organization's judgment, the employee's absence would create serious operational difficulties.
- 9.0 *Witness Duty:* Employees are entitled to unpaid leave if they are subpoenaed for witness duty. The employee can utilize Banked Hours or Vacation time instead of an unpaid leave if they wish.

- 9.1 If an employee has been subpoenaed or otherwise requested to testify as a witness on behalf of Contact Brant, the employee will be paid for the entire period of witness duty.
- 9.2 Employees are expected to report for work whenever the court schedule permits.
- 9.3 Contact Brant may require a copy of the summons to be a witness.
- 10.0 *Plaintiff or Defendant:* If an employee is in court due to being a plaintiff or defendant, such attendance is a personal matter for which Banked Hours or Vacation time can be used. Otherwise, this is an unpaid leave of absence.
- 11.0 Pregnancy Leave and Parental Leave:
Provided an employee has worked at Contact Brant for a period of at least 13 weeks prior to the leave:
- Pregnant employees have the right of taking a pregnancy leave constituting up to 17 unpaid weeks off work, as well as up to 61 weeks of unpaid Parental leave (totaling 78 weeks).
 - Eligible employees who are not the birth parent may take up to 63 weeks of unpaid Parental leave.
- 11.1 Employees are entitled to return early from their leave if they desire to do so; however, they may not split up their leave and use up the unused part later.
- 11.2 Employees are not required to take the full pregnancy or parental leave available to them.
- 11.3 If an employee chooses to change the date their pregnancy or parental leave ends, written notice at least four weeks in advance of the new date. Must be provided to their Supervisor in accordance with the notice requirements under Ontario's minimum employment standards legislation.
- 11.4 In most cases, employees will return to their former job at the end of their pregnancy or parental leave, or a comparable job if the employee's job no longer exists. The employee will be paid as much as they were earning before their leave, or if wages for the job increased while the employee was on leave, then they would be paid the higher wage.
- 11.5 Employees on pregnancy or parental leave have the right to continue participation in the pension plan, as well as the employee benefit plan (life insurance, extended health and dental). Contact Brant will continue to pay its share of the premiums for these plans that were offered before the leave, unless the employee tells the employer in writing that the employee will not continue to pay their own share of the premiums.
- 11.6 Employees on pregnancy or parental leave have the right to continue to accrue vacation time, as well as earn credit for length of employment and seniority.
- 11.7 The waiting period to be eligible for pregnancy and parental leave, as well as the length of the leave and the amount of notice required, will be in accordance with Ontario's minimum employment standards legislation.

The qualifying period would not prevent Contact Brant from granting a maternity leave.

- 12.0 *Pregnancy Leave:* Employees embarking on pregnancy leave are required to provide at least two weeks' written notice prior to the start of their leave. This two-week notice requirement also applies if an employee needs to change the date of their pregnancy leave. Contact Brant has the right to request medical information about the leave.
- 12.1 The earliest the Pregnancy Leave can begin is 17 weeks before the employee's due date, and the latest one can begin is the baby's due date or actual date of birth if that arrives sooner.
- 12.2 In the event an employee is still pregnant after the 17 weeks of leave, they may continue on pregnancy leave until the birth and then commence their parental leave. (Note: the maximum amount of leave for pregnancy leave plus parental leave is 78 weeks.)
- 12.3 Where an emergency situation forces the leave to start early, pregnant employees must provide the notice no later than two weeks after the leave started.
- 12.4 Employees who choose not to return from pregnancy leave are required to provide at least four weeks' written notice. If an employee does not provide Contact Brant with a return-to-work date, a leave of 17 weeks will be assumed, and the employee will be expected to resume work after that time.
- 12.5 In certain cases, employees may be entitled to the use of sick time prior to the start of the pregnancy leave.
- 12.6 Pregnancy leave is not an entitlement when an employee has a miscarriage or stillbirth more than 17 weeks prior to their due date. However, if an employee has a miscarriage or stillbirth within the 17 weeks prior, they continue to be eligible for parental leave and it commences on the date of the miscarriage or stillbirth if it had not started yet; pregnancy leave for an employee who had a stillbirth or miscarriage ends either 17 weeks after the leave started or 12 weeks after the miscarriage or stillbirth (whichever is later).
- 13.0 *Parental Leave:* 'Parent' refers to a birth parent, an adoptive parent, or a person in a relationship with a parent of a child and who plans on treating the child as their own.
- 13.1 To be eligible, employees must have been hired by Contact Brant at least thirteen (13) weeks prior to starting their parental leave.
- 13.2 Birth parents who have taken pregnancy leave are entitled to up to 61 weeks of parental leave.
- 13.3 A birth parent who did not take pregnancy leave and any other new parents, are entitled to up to 63 weeks of parental leave.
- 13.4 Employees must provide at least two weeks' written notice before the start of a parental leave and four weeks' written notice if they desire to return to work before their leave entitlement has been used up. If an emergency

occurs and the parental leave needs to begin immediately, employees are required to provide their notice of the leave at least two weeks after starting the leave.

13.5 Parental leave for a pregnant employee may begin as soon as the pregnancy leave ends unless the baby has not come into their care. In this event, an employee may return to work between the pregnancy and parental leaves and then start parental leave within 78 weeks of the birth (or the date the baby first left the hospital to come home).

13.6 For any other employees, parental leave must be started no later than 78 weeks after the date of the baby's birth or the date the child came into their care, custody, and/or control. Note: the parental leave must be started within the 78 weeks but is not required to be completed then.

13.7 Employees may return early from parental leave but may not re-embark on the leave to use up any remaining time.

14.0 Sick Leave: Refer to the Sick Leave Policy regarding paid sick leave.

15.0 Voting: It is Contact Brant's responsibility to ensure employees who are eligible voters (18 years of age or older and registered to vote) have 3 consecutive hours off work on Election Day before the polls close. IF an employee's work schedule does not facilitate this requirement, Contact Brant will grant them paid time off work to vote; however, Contact Brant's office hours are such that there is usually sufficient time following work to vote.

15.1 If an employee is planning a flexible workday on an election day, they must ensure they are done work 3 hours before the polls close.

15.2 Employees must receive prior approval from their Supervisor if they are requesting time off during the workday to vote because their workday schedule cannot ensure these 3 consecutive hours off before polls close. The Supervisor may decide which three consecutive hours to grant, if required to do so.

15.3 If an employee chooses to vote during the workday even though they will be done work 3 hours before the polls close, they can do so using any Banked Hours. The same would be true if an employee chooses to vote in advanced polls during work time.

16.0 Child Death Leave: An employee who experiences the death of a child is entitled to an unpaid leave of absence for a period of up to 104 weeks. Eligibility for this leave begins after an employee has at least six months of service with Contact Brant.

16.1 "Child" refers to a child, a stepchild, a child under the legal guardianship of the employee, or a foster child less than 18 years of age.

16.2 This leave must be taken within the 105-week period that started when the child passed away and only as a single period of leave (it may not be broken up).

16.3 A written notice and a plan for taking the leave must be provided to the employee's Supervisor as soon as possible either prior to beginning the

leave or once the leave has started. As necessary, Contact Brant may require reasonable evidence of the need for the leave.

- 17.0 Crime-Related Child Death or Disappearance Leave: Employees who have been employed with Contact Brant for a minimum of six months and who experience the crime-related death or disappearance of a child are entitled to up to 104 weeks of unpaid leave. “Child” refers to a child, stepchild, or foster child who is under 18 years of age.

17.1 The crime does not have to be proven, but probable. In the event an employee was a party to the crime, they are not entitled to the leave.

17.2 This leave must be taken within the 105-week period that started when the child disappeared and must be taken all at once (it may not be broken up).

17.3 In the event there is a change in circumstance that occurs during the leave and it is no longer probable that it is the result of a crime, the employee’s entitlement to the leave ends.

17.4 If the child is found alive during the leave, an employee is entitled to remain on leave for 14 days following the discovery of the child. If a child is found dead, the employee then has a separate entitlement to the child death leave.

17.5 A written notice and a plan for taking the leave must be provided to the employee’s Supervisor as soon as possible either prior to beginning the leave or once the leave has started. The plan may be amended under special circumstances. As necessary, Contact Brant may require reasonable evidence of the need for the leave.

- 18.0 Critical Illness Leave: Employees with at least six months of service with Contact Brant are entitled to:

- up to 37 weeks in a 52-week period of unpaid leave in the event they have a critically ill minor child (includes a child, stepchild, foster child or child who is under legal guardianship and is under 18 years of age), or
- up to 17 weeks of unpaid leave in the event of a critically ill adult ‘family member’, as defined in the ESA (adult refers to a person over 18 years of age).

18.1 Employees are required to provide a medical certificate from a qualified medical practitioner which sets out who requires care and support and establishes the period of time that the care and support may be required. The certificate does not have to be produced prior to embarking on the leave but must be produced at some point during the leave.

18.2 If this medical certificate sets out a period during which the person requires care or support that is less than 37 weeks (for a minor child) or less than 17 weeks (for an adult), the employee is entitled to take a leave only for the period set out in the certificate.

18.3 An employee’s leave may be extended in the event the original certificate did not use up all of the leave, but another medical certificate must be issued.

- 18.4 Employees must also provide written notice of their intent to take the leave and a written plan indicating the specific weeks either in advance of the leave or as soon as possible after starting it. Changes may be made to the plan under special circumstances outlined in the ESA.
- 18.5 Employees may take the weeks separately, or consecutively. If an employee only takes part of a week, this qualifies as a full week of leave unless the employee takes another day in the same week; these both qualify as only one week.
- 18.6 In the event of the death of the person for whom the employee is providing care, the leave ends at the end of the week in which the person passes away.
- 19.0 Domestic or Sexual Violence Leave: Employees who have been employed for at least 13 weeks are entitled to this leave in the event the employee, or the employee's child, has experienced or been threatened with sexual or domestic violence. "Child" refers to a child, stepchild, child under legal guardianship, or foster child who is under 18 years of age.
- 19.1 The leave may be taken for any of the following:
- To seek medical attention for the employee or the child of the employee because of a physical or psychological injury or disability caused by the domestic or sexual violence
 - To access services from a victim services organization for the employee or the child of the employee
 - To have psychological or other professional counselling for the employee or the child of the employee
 - To move temporarily or permanently
 - To seek legal or law enforcement assistance, including making a police report or getting ready for or participating in a family court, civil or criminal trial related to or resulting from the domestic or sexual violence.
- 19.2 The leave provides up to ten days, and up to 15 weeks in a calendar year:
- The entitlement to the ten days resets every calendar year, regardless of the month in which an employee began employment with Contact Brant. These days may not be carried over if unused and an employee does not have to take all the days off in the same period. An employee may choose to take part days but in terms of the leave, these are counted as full days.
 - This entitlement extends if an employee needs to take up to 15 weeks of domestic or sexual violence leave for the same reasons as those above. These weeks can be taken separately, or all at once. If an employee only uses part of a week, it counts as a full week of leave.
- 19.3 The employee's first five days of leave will be paid, and the remainder of the leave is unpaid, whether the employee takes the ten days or the 15-week entitlement.

19.4 Employees are required to provide notice, either ahead of the leave or as soon as possible after they have started the leave (this notice may be provided orally), for either length of leave. Employees are not required to take the ten days leave before starting on their 15-week entitlement. Employees may be asked to provide reasonable evidence of the need for the leave.

19.5 Employees are not entitled to the leave if they committed the violence.

20.0 Family Caregiver Leave: Employees are entitled to an unpaid family caregiver leave of up to eight weeks per calendar year, per specified family member, to provide support or care in the event a medical practitioner certifies that they have a serious medical condition. Employees are entitled to this leave, regardless of the length of their term of employment.

20.1 As per the ESA, medical practitioners could include a physician, registered nurse, psychologist, psychiatrist, or nurse practitioner.

20.2 Employees do not need to produce the medical certificate prior to starting the leave but need to provide the certificate at some point during the leave. This certificate needs to include the name of the individual and that the individual has a serious medical condition but does not need to include medical specifics.

20.3 Written notice is required for the family caregiver leave of absence but may be produced during the leave if the leave was not planned.

20.4 Family caregiver leave may be taken either consecutively or separately. According to ESA, if an employee takes part of a week, this counts as a full week of the entitlement. Employees are required to provide written notice each time they are taking a week of leave.

21.0 Family Medical Leave: Employees are entitled to an unpaid family medical leave of up to 28 weeks in a 52-week period in order to provide care or support to family members who have a significant risk of death occurring within a period of 26 weeks.

(This leave is different from family caregiver leave because an employee is only eligible for family medical leave if the family member has a serious medical condition with a significant risk of death occurring within a period of 26 weeks. These leaves are also separate from the critical illness leave outlined later in this policy).

21.1 Employees are entitled to this leave, regardless of their length of service, for the care and support (e.g., emotional support or providing care) of the 'family members' defined in the ESA.

21.2 Employees are not required to take all 28 weeks consecutively and may separate their weeks. However, if an employee takes part of a week, this will count as a full week of leave.

21.3 If the family member does not pass away within the 26 weeks outlined in the original certificate, employees may continue on leave until 28 weeks have passed without needing to provide another medical certificate.

21.4 As per the ESA, there are three important periods of time relating to family medical leave:

- The 26-week period specified in the medical certificate within which the family member has a significant risk of death;
- The 52-week period that starts on the first day of the week in which the 26-week period specified in the medical certificate begins;
- The 28 weeks of family medical leave.

21.5 The latest day an employee can remain on leave is whichever date is earlier:

- The last day of the week in which the family member dies;
- The last day of the week in which the 52-week period expires (a Saturday as per the ESA);
- The last day of the 28 weeks of family medical leave.

21.6 Employees are required to provide written notice of the need for a family medical leave of absence. In the event the leave is required unexpectedly, employees may provide notice as soon as possible after having started the leave. Employees must provide notice for each week of the leave if they are taking them separately.

22.0 Infectious Disease Emergency Leave: Contact Brant will ensure that all ESA provisions are followed for specifics relating to this temporary leave, including reasons for taking the leave.

Note: This leave was created in response to the Covid-19 pandemic, for the period of March 1, 2020 to March 31, 2023. As of July 31, 2022, this leave entitlement ends but is retroactive for any time taken from work as of January 25, 2020.

23.0 Organ Donor Leave: An employee who has been with the agency for at least 13 weeks is entitled to organ donor leave in the event they are undergoing surgery to donate all or part of certain organs to a person. As necessary, organ donor leave may be extended past the original 13 weeks to an additional 13 weeks.

23.1 Under the ESA, “organ” refers to a kidney, liver, lung, pancreas, or small bowel.

23.2 This leave generally begins on the date of the surgery, unless another date is specified by a medical practitioner’s certificate.

23.3 The leave may be extended for employees in the event a qualified medical practitioner asserts that the employee requires more time away from work. The maximum length of time for organ donor leave is 26 weeks.

23.4 An employee is required to provide at least two weeks’ written notice of the need for the original leave and if there is a need to extend the leave.

23.5 An employee may return early from leave provided they have provided two weeks’ written notice that they intend to do so.

23.6 Contact Brant reserves the right to request a medical certificate attesting to the need for the leave and this must be provided as soon as possible after it is requested.

24.0 Reservist Leave: A reservist employee who has worked for the agency for at least three consecutive months and who is deployed to an operation is entitled to unpaid leave for the time that is necessary for them to be a part of the operation.

The ESA sets out that an operation may include providing assistance in dealing with an emergency or its aftermath (including search and rescue operations, recovery from national disasters such as flood relief, military aid following ice storms, and aircraft crash recovery). Employees can also take this leave if participating in Canadian Armed Forces military skills training.

24.1 Employees are required to provide written notice of the beginning and end date of their leave and will be reinstated to their same position upon returning from leave. In the event their position has been eliminated, Contact Brant will reinstate them to a comparable position.

24.2 As needed, Contact Brant reserves the right to postpone an employee's reinstatement for two weeks, or one pay period, as needed.

25.0 Other Leaves of Absence

25.1 Employees may request other leaves of absence without pay as outlined in legislation.

25.2 Any request for a personal leave for the purpose of working for another employer or serving a jail sentence will not be granted.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 07

REVISED: October 2022

June 2019; April 2019; September 2018; September 2015;
March 2015

PAGE: 1 of 2

SICK LEAVE

PREAMBLE

Contact Brant places a high value on attendance as well as the well-being of employees. Regular attendance is critical to the services of Contact Brant.

Paid sick leave serves to protect an employee's income against loss due to legitimate illness or non-work-related injury.

Employees are encouraged to consider their own well-being to help manage regular attendance at work by being mindful of maintaining a healthy work-family life balance.

Contact Brant will work with employees to address their needs as well as communicate the impact of absenteeism on other employees and the organization.

Definitions:

Full-time (FT) employees are those who work 37.5 hours per week.

Part-time (PT) employees are those who work under 37.5 hours per week.

The **Fiscal Year** is from April 1 to March 31st.

POLICY

Per fiscal year, full-time employees will be eligible for 15 paid sick days. Part-time employees' paid sick leave will be prorated according to the estimated total number of hours they will work during the fiscal year.

Employees may not accumulate or carry forward unused sick leave from one fiscal year to the next. Under no circumstances will unused sick days be paid out at any time, including upon resignation or termination of employment.

Both full-time and part-time time employees receive their paid sick leave entitlements at the beginning of the fiscal year.

New employees' sick leave will be prorated from the date of hire until the conclusion of the fiscal year. Recently hired employees will receive a minimum of three (3) paid days following two (2) weeks of employment.

PROCEDURE

1. At the beginning of the fiscal year, the number of hours of sick leave per year is set based on how many months are expected to be worked. This number is prorated for the employee's contracted hours in a workweek and for new employees using a start date two weeks after their hiring date.

- 1.1 On the monthly Employee Attendance Record, which is submitted to their Supervisor, sick time will be recorded in hours.
 - 1.2 When sick time is taken, Banked Hours cannot be added to the total for that week. Refer to the Hours of Work Policy for information about Banked Hours, which an employee may be given if they work more than their normal workweek.
2. Employees are expected to notify their supervisor by email, phone, or phone message if they are sick and will not be coming to work. The supervisor will make sure their work schedule is covered or change meeting dates as needed.
 - 2.1 Wherever possible, the employee should notify all employees of their absence by email.
3. Contact Brant reserves the right to request a Functional Abilities Form (FAF) to facilitate employees' return to work when their sick leave is longer than 5 working days.
4. If an employee uses all of their sick leave days, they can use banked time or vacation time, or they can ask for their sick leave to be extended as unpaid leave.

Extended Sick Leave:

5. For extended sick leave, employees will have to apply for Employment Insurance (EI) sick benefits once they have used all of their sick leave days. According to the employee benefits package, after 15 weeks of receiving EI benefits, employees will be eligible for Long-Term Disability Insurance.
6. Contact Brant will work with employees to make an accommodation plan if a third-party LTD provider or a doctor says that it is needed. The supervisor will keep in touch with the employee while they are on extended sick leave to see how they are doing and make plans for their return to work when the doctor says they are ready.
 - 6.1 The employee must collaborate with the employer to develop a strategy for returning to work and making accommodations.
 - 6.2 The employee must provide their supervisor with a medical certification from a registered physician or medical practitioner indicating the anticipated duration of absence and the anticipated date of return to work. Any changes to the anticipated return to work date must be informed in the same manner.
 - 6.3 Before returning to work, the employee must provide their supervisor with the following information:
 - Medical confirmation of a return to work date;
 - Confirmation of fitness to return to work;
 - Any limitations or restrictions in performing the employee's job function, including whether they are temporary or permanent.

SECTION: Human Resources

POLICY: HR 08

REVISED: October 2022

PAGE: 1 of 3

May 2022; December 2019; May 2019;
September 2018; June 2013

VACATIONS AND HOLIDAYS

POLICY

VACATION

Employees will be entitled to paid vacation based on their length of employment, number of months worked in a fiscal year, and their contracted work week hours.

PAID HOLIDAYS

Employees are entitled to the following 9 paid public holidays according to legislative requirements, as well the agency-provided paid Easter Monday and Civic Holiday:

- i. New Year's Day
- ii. Family Day
- iii. Good Friday
- iv. Victoria Day
- v. Canada Day
- vi. Labour Day
- vii. Thanksgiving Day
- viii. Christmas Day
- ix. Boxing Day.

PROCEDURE

VACATION

1. Vacation Eligibility: The vacation year runs for the fiscal year, from April 1st to March 31st. Employees will earn paid vacation in accordance with the following Board-approved guidelines based on a 37.5 workweek for a full fiscal year, or prorated according to the employee's contracted workweek and/or number of months worked in a fiscal year:

Length of Employment	Vacation Calculation: Hours/Month Worked	Maximum Eligibility Translated in Weeks/Fiscal Year
First 3 years	9.375	3
After 3 years	12.5	4
After 9 years	15.625	5
After 15 years	18.75	6

2. Vacation time must be taken in the fiscal year that it is earned and will not be accrued.

3. Employee Process to Request Vacation:
 - 3.1. Employees must coordinate and plan together for preferred vacation time and coverage of their workload.
 - 3.2. The employee will then submit their vacation request to their Supervisor by December 31st for the next fiscal year, or at any time following the December 31st approvals with the understanding that later requests for vacation will be considered on a first come, first served basis.
4. Vacation Approval: Vacation requires prior approval by the employee's Supervisor. Approval of vacation is at the discretion of the Chief Executive Officer and Manager of Service Coordination.
 - 4.1. Every effort will be made to accommodate staff equitably for vacation dates requested; however, due to workload considerations, it may not be possible to grant all the dates requested. The summer months of July and August are desired vacation time, which may result in limiting the time an employee can take during the summer.
 - 4.2. Employees will be notified of approvals within the first week of January for vacation requests submitted by December 31st.
 - 4.3. After the December 31st approvals are made, requests for vacation will be considered on a first come, first served basis.
5. Vacation Reporting: The amount of vacation hours eligibility is projected at the beginning of the fiscal year on the employee's Attendance Record.
 - 5.1. An employee will report vacation time taken in hours on their Attendance Report and submit the Report to their Supervisor in the first week of each month.
 - 5.2. Banked Hours cannot be accumulated in a week where Vacation time is taken. Refer to the *Hours of Work Policy* regarding Banked Hours, which may be granted when an employee works above their normal workweek.
 - 5.3. Employees who terminate and have not taken their earned vacation credits per months worked will have such monies added to their final pay.
 - 5.4. Employees who terminate and have taken more than their eligible vacation credits per months worked will have their pay for additional vacation time used deducted from their final pay.
6. The Chief Executive Officer has the discretion to negotiate an extra week at hire for leadership positions or to recognize experience for desired skills. The subsequent increases in eligibility for vacation will follow Board-approved guidelines for length of employment.

PAID HOLIDAYS:

7. Employees are eligible for the 11 paid Holidays identified in this Policy.
8. Employees are not to work on any of the Public Holidays, unless approved in advance by their Supervisor, and the employee agrees in writing.
 - 8.1. If an employee is required by Contact Brant to work on a Public Holiday, the employee will be given another 1 ½ paid days off in lieu which must be scheduled no later than three months following the earned public holiday.

9. Holiday Reporting:

- 9.1. *Full-time employees:* All Holidays will be reported as 7.5 hours on the monthly Attendance Report.
- 9.2. *Part-time employees:* All Holidays will be reported on the monthly Attendance Report whether or not the holiday falls on a day that the employee would ordinarily work; calculations for the reported hours for Holidays will be based on the employee's contracted workweek and prorated according to the Employment Standards Act:
 - The Chief Executive Officer will confirm the calculated prorated hours to the employee based on the number of average hours the employee worked in the preceding four weeks (which should be the contracted workweek hours), divided by 20; this calculation will be the number of hours to be reported on the Attendance Report for Holidays.

SECTION: Human Resources

POLICY: HR 09

REVISED: October 2022

PAGE: 1 of 1

September 2016; September 2015, June 2013

TERMINATION OF EMPLOYMENT

Policy

Any employee resigning from Contact Brant must provide a minimum of 2 weeks written notice of termination.

Contact Brant, where appropriate, will provide notice of termination as required by the Employment Standards Act and employment contracts.

Procedure

1. Employees resigning must provide a letter of resignation to their Supervisor, providing the required notice. As much advanced notice as possible above minimum requirements is appreciated.
2. Employees terminated for cause will receive a written notice of termination without pay from the Chief Executive Officer. Refer to the Progressive Discipline Policy.
3. Employees may be terminated without cause at any time by notice from the Chief Executive Officer in writing, or pay in lieu of notice as required by the Employment Standards Act.
4. A voluntary exit interview will be offered to each resigning employee by their Supervisor. Exit interviews help the organization to understand why an employee is resigning and make improvements to retain employees through remedial and strategic planning.
5. The final pay will be adjusted as follows:
 - Any Banked Hours owed to the employee, in accordance with the Hours of Work Policy, will be added to the employee's final pay if the employee and Supervisor cannot arrange for the lieu time to be taken prior to the leave date.
 - Any vacation that the employee has earned but not taken will be added to the employee's final pay (Refer to the Vacation and Holiday Policy).
 - Any vacation or sick leave that the employee has taken, but not yet earned, will be deducted from the employee's final pay (Refer to the Vacation and Holiday Policy; Sick Leave Policy).



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 10

REVISED: October 2022

April 2021; November, 2020; August 2018; April 2018;
October 2017; February 2016, September 2015;
December 2014

PAGE: 1 of 13

PRIVACY AND CONFIDENTIALITY POLICY

PREAMBLE

Confidentiality is at the heart of the professional-client relationship, and a relationship of trust leads to better service. Where clients have the opportunity to consent to collection, use or disclosure, they can be secure in their belief that confidentiality will be maintained, which enhances the relationship of trust.

Contact Brant recognizes the importance of privacy and the sensitivity of the personal information service participants give us about themselves and their families to allow us to provide services.

Our Consent Policy ensures that consent is secured, and the purposes of collection, use and disclosure are made clear to each client.

Our Privacy and Confidentiality Policy sets professional expectations for making clients fully aware of our privacy and confidentiality practices, disclosure, safeguarding and managing personal information, as well as digital communications; client access to and correction of personal information; and processes for any breach of privacy.

This policy recognizes that appropriate sharing of information to plan and provide services is essential for creating successful outcomes for children and families. Contact Brant collects personal information about clients through the intake, referral and service coordination processes directly from clients and their parents/another person authorized to act on their behalf, as well as from other sources/professionals, if we have obtained consent to do so or if the law permits. Contact Brant facilitates the effective access to appropriate services through the disclosure of information with informed consent, and maintains a record of personal information and contacts with all clients served.

Contact Brant follows legislation, including but not limited to the Child, Youth and Family Services Act (CYFSA), the Personal Health Information Protection Act 2004 (PHIPA), and the Canadian Anti-Spam Legislation. The CYFSA references 'personal information' while PHIPA specifies 'personal health information' - our privacy practices are intended to cover all personal information collected about clients.

The Child Youth and Family Services Act, Section X, regarding Personal Information, was developed to protect the privacy rights of children, youth and their families; to clarify how personal information can be collected, used and shared; and to enable the better use of data to understand sector outcomes. The paramount purpose of the CYFSA is to promote the best interests, protection and well-being of children. It recognizes that appropriate sharing of information to plan

and provide services is essential for creating successful outcomes for children and families. Children and youth receiving services under the CYFSA have rights, including the right:

- To express their views freely and safely about matters that affect them
- To be consulted on the nature of the services provided and participate in decisions about services provided to them
- To raise concerns or recommend changes to their services, and to receive a response without interference or fear of coercion, discrimination or reprisal.

Under the Personal Health Information Protection Act, Contact Brant is a **Health Information Custodian** (HIC) as defined in PHIPA. A Health Information Custodian is responsible for collecting, using and disclosing personal health information on behalf of clients, when that personal information:

- Relates to an individual's mental or physical condition, including family medical history,
- Relates to the provision of care to the individual,
- Is a plan of service for the individual,
- May include the individual's health number (when required by a provider)
- Identifies a health care provider or a substitute decision-maker for the individual.

The CYFSA and PHIPA are very similar in their expectations for the manner in which personal information (CYFSA) or personal health information (PHIPA) may be collected, used and disclosed. Contact Brant follows PHIPA related to the collection, use and disclosure of personal health information, and follows the CYFSA related to the collection, use and disclosure of personal information that is not defined as personal health information.

Collection means to gather, acquire, receive or obtain personal information by any means from any source (verbally, written, electronic). Collection can be direct from the person to whom the information relates or their substitute decision-maker, or indirect from a third party.

Use means to handle or deal with the information in the custody or under the control of Contact Brant (e.g., review a file for continuity between staff; review information when meeting with a family, providing the information to a supervisor or other employee when reasonably necessary for carrying out that purpose). Use does not include disclosure.

Disclosing or sharing means to make the information in the custody of Contact Brant available to another service provider or person. Consent for disclosure must be explicit; it can be written or verbal consent which must be recorded within the client's EMHware record.

Where federal laws such as the Criminal Code or Youth Criminal Justice Act prohibit disclosure of personal information, they prevail over CYFSA and service providers cannot disclose information. The YCJA publication ban overrides consent and access to information as laid out in PHIPA.

The personal information that we collect may include, but is not limited to:

- Race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual
- Education or the medical, psychiatric, psychological, criminal or employment

history of the individual or information relating to financial transactions in which the individual has been involved

- Any identifying number, symbol or other particular assigned to the individual
- Address, telephone number, fingerprints or blood type of the individual
- Correspondence sent to a service provider by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence
- The personal opinions or views of the individual except where they relate to another individual
- The views or opinions of another individual about the individual
- The individual's name where it appears with other personal information relating to the individual, or where the disclosure of the name would reveal other personal information about the individual
- An individual's health card number – Note: A health card number can only be shared with health care providers that require this number for their provision of service.

Personal Information can be recorded or unrecorded information about an identifiable individual. *Recorded Information* is information recorded in any format, such as paper records and notes, electronic records, photographs, or videos. *Unrecorded Information* is collecting information that is not recorded, such as information collected through a phone call or an intake interview. An individual can be identified if:

- Information reveals something of a personal nature about the individual, or
- It is reasonable to expect that an individual can be identified from the information (either alone or by combining it with other information).

CYFSA and PHIPA also set out rules regarding privacy and access to personal information. With limited exceptions, Contact Brant must have consent to collect, use or disclose personal information; must take steps to safeguard this information; and must notify people if there is a breach of their privacy. Contact Brant must give individuals access to their records of personal information on request, subject to limited exceptions, and must respond to requests for correction of inaccurate or incomplete records.

General Privacy Principles

Privacy legislation is based on internationally accepted standards, including:

- **Accountability:** An organization is responsible for personal information under its custody or control.
- **Identifying Purposes:** Organizations must identify purposes for personal information collection before collecting.
- **Consent:** Knowledge and consent for the collection, use and disclosure of personal information is required.
- **Limiting Collection:** Personal information collection must be limited to what is necessary for purposes identified and collected by fair and lawful means.
- **Limiting Use and Disclosure and Retention:** Personal information use and disclosure must be limited to purposes for which it was collected, unless consent is provided or otherwise permitted by law. Personal information should only be retained as long as is necessary to fulfill the organization's stated purposes.

- **Accuracy:** Personal information must be as accurate, complete and up-to-date as needed for the purposes it is being used.
- **Safeguards:** Personal information must be protected by security safeguards appropriate to the sensitivity of the information.
- **Openness:** Organizations must make information about its policies and practices relating to personal information management publicly and readily available.
- **Individual Access:** Upon request, individuals must be informed of the existence, use and disclosure of their personal information and be given access to that information. Individuals can also challenge the accuracy of their personal information and request amendments, as appropriate.
- **Challenging Compliance:** Individuals must have the right to challenge compliance of the organization with the above privacy principles.

Also refer to the Contact Brant Consent Policy, AD-02. The Contact agencies consulted with Lonny Rosen, LLP, to develop our Consent and Privacy policies.

In this policy we use the terminology 'personal information' to include both 'personal health information' and 'personal information' described in both PHIPA and CYFSA. The term 'Contact Brant' is used in this policy statement and procedures to reflect Contact Brant employees, students and volunteers.

POLICY

Contact Brant is a Health Information Custodian (HIC) and will adhere to the expectations set out in the Personal Health Information Protection Act, as well as the Child Youth and Family Services Act, to collect, use and disclose personal information in order that clients can access programs and services.

Contact Brant respects privacy and holds personal information confidential. Contact Brant will:

- Ensure knowledgeable consent and purposes for the collection, use and disclosure of personal information
- Ensure people are made fully aware of our confidentiality and privacy practices
- Limit collection, use and disclosure to what is necessary for purposes identified
- Ensure personal information is as accurate, complete and up-to-date as needed for the purposes it is being used
- Take all reasonable measures to safeguard personal information in our custody and control
- Recognize client's rights for access to and correction of personal information
- Identify and address any breach of privacy.

PROCEDURES

1. In accordance with CYFSA and PHIPA, Contact Brant follows the standards for collection, use, and sharing of personal information to protect the confidentiality and privacy of individuals with respect to that information, and take reasonable steps to safeguard the information they maintain, while facilitating the effective provision of services.

2. Personal information includes any identifying information about an individual in oral, paper and/or electronic form that relates to:
 - The physical or mental health of an individual including their medical, clinical, and psychological history; social or demographic information; and family-related information
 - Providing care, including identifying a provider of care
 - Identifying a substitute decision-maker
 - An individual's health card number
 - Any observation, assessment, care, or service that is carried out or provided to treat or maintain an individual's physical or mental condition, prevent injury or to promote health.
3. Informed Consent will be obtained for the collection, use, and disclosure of personal information, unless legally obligated to without consent. Personal information will not be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law. Refer to *Consent Policy, AD 02*.
 - Contact Brant may disclose a client's personal health information to other health care providers in their "circle of care" (refer to PHIPA legislation), when they need to know certain information to help provide a client with services, and we cannot gain consent in a timely manner. The "circle of care" includes health care professionals (client's physician, psychologist) or if the client has been in hospital, the hospital staff.
The circle of care does not include any health care provider who is not a part of the direct or follow-up team, a teacher or employee of a school board, a Children's Aid Society or CAS workers, medical officer of health or a board of health, an assessor under the Substitute Decisions Act, 1992 or any Ministry or Government Agency.
4. Even with consent, there are three limits on when and how much personal information can be collected, used or disclosed. Contact Brant must:
 - i. Ensure, to the best of their knowledge, that the collection, use or disclosure is necessary for a lawful purpose.
For example, even if a client gave consent to use their personal information "in any way you please," you may only use it where necessary for a lawful purpose.
 - ii. Only collect, use or disclose as much personal information as is reasonably necessary to provide a service.
For example, even with consent it would not be appropriate to collect information about clients' political affiliations, unless you somehow need this information to provide service.
 - iii. Not collect, use or disclose personal information where non-personal information will serve the same purpose.
For example, if applying for a grant and need evidence of successful client outcomes, provide de-identified or statistical information. In this case, there would be no need to disclose clients' personal information in the application.
5. Contact Brant will take all reasonable steps to ensure the information is as accurate, complete and up-to-date as possible. When disclosing information, recipients will be informed of any limitations on the accuracy, completeness, or up-to-date character of the information.

6. In accordance with professional standards, Contact Brant will maintain a record of services and contacts with all clients served. Refer to AD 09 *Retention of Records Policy*. Records containing personal information include but are not limited to:
 - The Intake Report that includes information that a client has provided or authorized us to receive
 - Referral information
 - Service and transition plans, including Coordinated Service Plans
 - Assessments, including the interRAI, or assessments completed by others
 - Consent forms or documentation of verbal consent
 - Confirmation of diagnosis
 - Case notes that outline direct contacts and service provided
 - Service related communication.
7. Unauthorized use of information is not allowed. Access to personal information including the review of client records whether in electronic or written form is **restricted to a “need to access” basis**. Contact Brant staff, students and volunteers, only have the authority to access the client’s records only in accordance with their unique roles and responsibilities. Employees, students and volunteers reading records for reasons not related to the performance of their duties is an unauthorized use of information and is not permitted under legislation.
 - Snooping due to curiosity about a familiar name or any other reason not related to the performance of duties is not allowed. Any snooping is cause for disciplinary action.
 - The Chief Executive Officer may access any record for the purposes of review of staff work, or client information in accordance with the CEO roles and responsibilities.

Disclosure of Personal Information

8. Contact Brant will operate in a culture of privacy. Contact Brant will never discuss unnecessarily with other Contact Brant employees, students or volunteers.
9. Staff should inform clients they have an obligation to disclose information where a person is deemed to be at risk:
 - Disclosure to Children’s Aid Societies – information shared should only include the facts and circumstances surrounding the worker’s observations and informant’s statements.
 - Disclosure to Police – a warrant is required to allow disclosure and production of information to police. If police request information, disclosure is not required unless a clear duty to report exists.
 - Disclosure to a parole officer can only occur with express consent or pursuant to a court order.
10. Disclosure of personal information must be documented in EMHware Contacts. It is also recorded in the Referral tab when a referral is sent through EMHware.
 - When disclosure without consent is reasonably necessary to reduce a risk of serious harm, a record of what information was disclosed, when and to whom, along with the reason for doing so will be completed in EMHware Contacts tab.

11. Employees, student and volunteers will sign a Confidentiality Statement and Promise of Commitment to commit to protect the confidentiality of the information; protect the privacy of individuals with respect to that information; facilitate the effective provision of services through appropriate collection, use, and disclosure of information; and safeguard the information. If an employee discloses or fails to take reasonable efforts to protect confidential information, they will be subject to disciplinary action up to and including termination.
12. Employees, students and volunteers will not disclose any information during or after ceasing employment or placement at Contact Brant to any third party for any reason, except with informed consent by the appropriate person.
13. Contact Brant can:
 - Use Personal Information for our own service planning purposes - Supporting system service planning is part of explicit consent that Contact Brant requests from each client.
(System/service planning includes activities related to planning services such as analyzing individuals' personal information to allocate resources, manage, evaluate or monitor programs and services).
 - Use personal information for research purposes if a research plan is developed that meets requirements outlined in legislation, and approval of the research plan is obtained from a research ethics board that has at least five members, with at least one member that is knowledgeable in privacy issues. (Research is performing a methodical study in order to prove or disprove a hypothesis).
 - Disclose personal information to a Prescribed Entity or a First Nations, Inuit or Métis person or entity (FNIM entity) for system/service planning purposes under certain circumstances, as listed in CYFSA.
14. **The Youth Criminal Justice Act limits disclosure** of children age 12 – 17 years of age who have been convicted on criminal offenses.
 - A youth's voluntary self-disclosure of criminal behaviour or actions which have not received formal court involvement or charges under the YCJA, do not fall under these guidelines.
 - Contact Brant would typically identify "police involvement".
 - Contact Brant will not release any client information related to youth justice involvement or charges. All information received from the youth or others that would serve to identify the youth as having youth criminal justice involvement will not be released, including but not limited to identifying convictions, probation, and court diversion decisions.
 - Contact Brant is permitted to record and store information related to the youth's criminal behaviour or charges as part of delivery of services. To ensure that this information is not shared, this information should only be noted in Contacts/Case Notes and never in the Intake Report or Coordinated Service Plan.
 - If the client's file was subpoenaed, the case notes identifying involvement with the YCJA must be redacted.
 - Records, which contain YCJA information, will be destroyed when the youth turns 28 years of age.

Safeguarding and Managing Personal Information

15. Contact Brant will take all reasonable steps to protect personal information by ensuring it is appropriately stored and protected against theft, loss and unauthorized use or disclosure; protecting against unauthorized copying, modification or disposal; and ensuring that all records are retained, transferred and disposed of in a secure manner. This includes, but is not limited to, electronic records, emails, written files and notes. Safeguard measures include but are not limited to:
- Collecting information sent to the printer immediately.
 - Private area for photocopying and printing.
 - Not including personal information in emails, and encrypting documents sent by email.
 - Locking desks, cabinets, filing systems, and offices where personal information is stored.
 - Reasonable steps outlined in policies and procedures to protect personal information from theft, loss, unauthorized use/disclosure, and unauthorized copying, modification or disposal.
 - Limiting faxing of personal information unless this is the required format of the recipient. A fax cover sheet will always be completed, clearly identifying the sender and recipient, as well as a warning that the information is confidential and intended for the named recipient only and to contact the sender if the communication is misdirected
 - Using screensavers and individualized login and passwords to access computers, databases, portable devices. Passwords should be changed at least two times annually.
 - Making electronic files accessible to employees off-site through password access - this must be used instead of transporting notes and files wherever possible.
 - Only taking personal information out of the office when necessary and limiting this to needed information (for example, case conference minutes, CSPs for distribution). Employees must transport any personal information maintaining confidentiality and security through use of a brief case/bag, locking the file/information in the trunk of car, ensuring the information is with the employee at all times, and protecting against unauthorized access.
 - Ensuring that personal information is disposed of in a secure manner through shredding.
 - At least annual assessment of potential threats and risks associated with the collection, use and disclosures of personal information.
 - Privacy and security policies and procedures.
 - The Chief Executive Officer ensures employees, students and volunteers review policies at hire and annually thereafter. Additionally the CEO ensures staff training on hire and annually thereafter on privacy and security as well as confirmation of confidentiality declarations.
 - The Chief Executive Officer at least annually audits information and security practices.
 - Protecting the premises by lock and alarm, and procedures that ensure the building is secure when closing the building

- Ensuring anti-virus, firewall and security measures are maintained on all computers as well as external databases
- Storing records in a locked filing system in a locked file room marked “Employees Only”
- Ensuring that all contracts with outside parties that may have access to technological equipment, records, or private areas of the office include an expectation and agreement of confidentiality.
- Securely destroying records when appropriate by irreversible shredding of paper records and by engaging an expert for electronic records. Refer to Retention of Client Records Policy, AD-09.
 - The Chief Executive Officer will ensure agents engaged in disposal of records, have a written agreement that sets out the obligations for secure disposal and requires the agent to provide written confirmation once secure disposal has been conducted.
- A “lock box” system through EMHware or hard copy record, to be used for information that allows only prescribed access. This may include when a client is directly related to a staff member, or a person has restricted the use that may be made of personal information or who can see and use part or all of the person’s personal information.

Measures will include:

- Sealing restricted information in an envelope within the person’s file and labelled with the details of the restriction
- The client related to a staff will have files secured in a separate location with only the Chief Executive Officer and staff directly involved with that client having access to the file while the file is active; after closure only the Chief Executive Officer will have access to the file; information will not be discussed at staff meetings or with other staff. If the Chief Executive Officer is to be excluded, an alternate will be identified, usually the Executive Assistant.
- Wherever possible electronic files will be protected by limiting access to specific client files.

Access to and Correction of Records

16. Contact Brant recognizes individuals have a right to access and review their record of personal information, or where a restriction on access applies, to access that part of the record that can be severed. Individuals also have the right to request correction and amendments to their record:

- An individual of any age who is deemed capable of giving consent;
- Parents/guardians of a client who is under the age of 16.
- Parents/guardians of a client of any age who is deemed incapable.

17. Contact Brant will respond within 30 days to an access request, preferably in writing. Contact Brant will expedite the response where it is necessary for the individual’s request.

- Contact Brant will verify the individual’s identity prior to access to the record.
- A Contact Brant employee will be present while the individual is reviewing their records due to the confidential nature of information about other individuals

contained within the database, and the importance of ensuring that paper records are not lost.

- Contact Brant will make a copy of part of the record or the complete file to provide to the individual if they request a copy; the client will not be given the original record. There will be no cost charged for providing a copy.

18. An individual may be denied access to all or part of their personal record:

- Granting access could reasonably be considered to result in risk of serious harm to the treatment or recovery of the individual, or risk of serious bodily harm to the individual or another person
- Lead to the identification of a person who was required by law to provide information or a record
- Lead to the identification of a person who provided information explicitly or implicitly in confidence and the employee in consultation with the Chief Executive Officer considers it appropriate to keep that person's identity confidential
- A provincial or federal Act, or a court order, prohibits disclosure of the information to the individual
- The parent/guardian of a client under 16 may designate specific information that is in the record that relates to the parent as information that will not be disclosed to the child.

19. An individual may request a correction informally; however, requests must be in writing for an individual to invoke the rights and requirements in the CYFSA, including having a service provider respond within a specified timeline or having the right to appeal a refusal to make a correction.

- The individual must demonstrate that the record is inaccurate or incomplete for the purposes for which Contact Brant uses the record, and provide the necessary information for the correction
- Employees in consultation with the Chief Executive Officer must correct the record within 30 days when a request is received in writing. If an extension is required, Contact Brant can extend up to 90 days (for a total of 120 days) with written notice of the extension, the length of extension, and the reason for it.
- Corrections should not destroy the erroneous information; staff will not use white out or delete the information. Documentation in the client's EMHware Contacts will record the information that was identified as incorrect, and the date the record was corrected.
- A notice of the correction will be provided in writing to the client, and to any organization/person who received the original record.

20. Contact Brant is not required to make corrections when they consider that:

- A professional opinion or observation was made in good faith about the individual
- The record was not originally created by Contact Brant and deem we have insufficient knowledge, expertise or authority to make the correction; or
- Contact Brant believes on reasonable grounds that the request is frivolous, vexatious or made in bad faith.

21. When Contact Brant refuses a request for a review or correction, the individual must be informed in writing of the refusal including:
- An explanation of the decision
 - Their right to appeal the refusal to the Contact Brant Board
 - Their right to attach a statement of disagreement.
 - Contact Brant must attach this to the client's record and disclose this whenever we share information to which the statement relates.
 - Their right to make a complaint to the Information and Privacy Commissioner; the IPC contact information will be provided.
 - The Contact Brant complaints brochure will accompany this letter.
22. Employees will document in the client's record in EMHware Contacts:
- All requests for reviews or corrections and dates
 - All items reviewed and dates
 - Decisions made about requests and corrections including refusals for and the reasons
 - Identification of all records items reviewed or photocopied and dates
 - Outcomes of requests and reviews.
23. **Privacy Officer** - The Chief Executive Officer is the agency's Privacy Officer.
- Employees, students and volunteers will direct people to the CEO if they have complaints about the agency's privacy and confidentiality practices.
 - Issues will be dealt with according to Contact Brant's complaints procedures (Refer to *Complaints Policy*, *AD 08*, and *Feedback and Complaints Brochure*).
24. The CEO will ensure the required statements related to Contact Brant's information privacy practices are publicly posted on our website and in the Contact Brant office area (Refer to the Privacy and Consent Statement):
- General description of the agency's information practices for the collection, use, and disclosure of personal information;
 - Describe how to contact the service provider;
 - The process for accessing and correcting personal information;
 - The process for making a privacy complaint to the agency and the IPC.
25. **Digital Communication** - The Canadian Anti-Spam legislation outlines expectations for any form of digital contact from an organization to an individual for the purpose of solicitation of almost any kind. It is important to consider the content of the message, the hyperlinks in the message to content on a website or other database, or the contact information contained in the message. Employees, students and volunteers will consider the content of the message, the hyperlinks in the message to content on a website or other database, and the contact information contained in the message. (refer to the *Anti-Spam Policy*, *AD 13*)

Contact Brant must:

- Obtain consent to send a message using any means of telecommunication. When requesting a client's email, staff must request consent to use the email to send QSS, PSS, letters, or other specific communication. This will be recorded in EMHware in the 'Client' tab, using the 'Flagged Note' text box –

- include the person's name that provided the consent, the date and the purpose identified to use this email.
- Clearly identify the employee's name as well as the agency in all means of telecommunication. This must include using a standard 'signature' on emails that will include name, position, and email as well as agency logo, address, phone and website.
 - Every telecommunication message sent must provide a way for recipients to 'unsubscribe' from receiving messages in the future.
26. **Breach of Privacy** - A privacy breach occurs when there is unauthorized access to or collection, use, or disclosure of personal information; this occurs when personal information is:
- Lost
 - Stolen
 - Used without authority
 - Disclosed without authority.
27. In any occurrence of a suspected privacy breach, the Chief Executive Officer, or alternate, will act immediately to contain the breach:
- Breach containment includes but is not limited to retrieving hard copies of information that has been disclosed, and changing passwords to protect against further unauthorised access.
 - Commence an investigation to decide the most appropriate response including identifying who, if anyone, should be notified, and identify steps to prevent future breaches.
28. When a Privacy Breach is deemed to have occurred, Contact Brant will notify the individual(s) of the breach at the first reasonable opportunity that will include:
- A general description of the breach, in plain language;
 - A description of the action taken to address the breach and mitigate impact;
 - The contact information of an employee who can provide additional information; and
 - A statement that the individual is entitled to make a complaint to the Information and Privacy Commissioner.
 - This will be documented in Contacts in each client's EMHware record.
- Note: Contact Brant has insurance that may cover the costs of notification and managing communication and risks related to a Privacy Breach.
29. **Information and Privacy Commissioner (IPC)** - The IPC is responsible for the oversight of information sharing and privacy protection by service providers including resolving complaints; receiving notification of significant privacy breaches; publishing annual statistics; and supporting implementation. The Commissioner reports to the Legislative Assembly, and is independent of the government.
- Contact: Information and Privacy Commissioner of Ontario:
<https://www.ipc.on.ca>; 416-326-3333
30. The CEO or designate will notify the Information and Privacy Commissioner, as well as the Ministry Program Supervisor(s) when:
- The breach is significant as determined by the service provider after

assessing the sensitivity, volume, number of persons impacted, and number of service providers involved.

- Personal information was used or disclosed by someone who knew or should have known they were doing so without authority.
- The service provider has reasonable grounds to believe the personal information was stolen.
- The service provider has reasonable grounds to believe the breached personal information has been or will likely be used or disclosed again without authority, or there is a pattern of similar breaches.
- The breach led to an employee resigning or being terminated, suspended or disciplined.

Note: A Serious Occurrence Report should also be submitted (e.g., Any complaint made by or about a client, or any other serious occurrence concerning a client, that is considered to be of a serious nature). Refer to AD 05 *Serious Occurrence Policy*.

31. Before March 31st of each year, the Chief Executive Officer will report the following to the IPC:

- Requests for access or corrections to records (number, timelines, responses including refusals)
- Privacy breaches resulting from theft, loss or unauthorized use or disclosure (number and type)
- Use and disclosure outside of the scope of the provider's information practices (number and type)
- The number of times Contact Brant received a statement of disagreement after a correction was refused
- The number of times Contact Brant responded within 30 days and the number of times the deadline was extended to 90 days or less.

32. The CEO will report any breach of privacy and follow-up to the Board of Directors at the next Board meeting. The Board will address whether any further responses and actions are required.

33. The Chief Executive Officer will:

- At least annually audit information and security practices to ensure that policies are up to date.
- Ensure employees, students and volunteers are aware of their duties through initial and then annual review of policies, including the Privacy and Confidentiality Policy.
- Also maintain the confidentiality of employee information; the release of information to a third party will only be done with the written authorization of the employee, unless legislation requires otherwise.

SECTION: Human Resources

POLICY: HR 11

REVISED: October 2022

PAGE: 1 of 2

April 2019; June 2013

COMPENSATION AND BENEFITS

PREAMBLE

Contact Brant will comply with all federal and provincial legislation with respect to statutory benefits.

If an employee has questions concerning why deductions were made from their pay cheque or how they were calculated, please contact the Executive Assistant or your Supervisor.

POLICY

Contact Brant employees will be compensated in accordance with a pay scale approved by the Board of Directors.

Contact Brant will provide additional benefits for staff as approved by the Board of Directors. Contact Brant may change the design of benefit plans, premium-splitting arrangements, or benefit carrier at its discretion.

PROCEDURE

Compensation

1. Upon creation of a new position, the position will be situated within the Contact Brant compensation scale. The placement on the scale will be recommended by the Chief Executive Officer to the Board of Directors considering education and experience requirements of the position, responsibilities, working conditions and advice of funding bodies.
2. Permanent employees who successfully complete their probationary review will be eligible for a salary grid increase annually thereafter until the maximum salary rate is attained, provided there are no significant performance issues.
3. Employees will be paid in accordance with the Organization's practice of bi-weekly by direct deposit.
 - Pay stubs will note the pay period for which the wages are being paid, hours worked, gross amount of wages, deductions (including applicable deductions for the employee's share of pension plan and group benefit plan costs), and deposit amount.
 - Statutory deductions for federal and provincial taxes, Canada Pension Plan, and Employment Insurance, all required by law, are deducted from employee earnings.
4. Any change to the salary grid must be approved by the Board of Directors.

Benefits

Health and Dental Benefits: Contact Brant is pleased to be able to offer a comprehensive benefits program. Contact Brant reserves the right to cancel, revise, or amend any of the benefit plans without notice.

5. Eligible employees, unless otherwise negotiated, will have successfully completed their probationary period, work 30 hours or more each week, and are considered a permanent employee of the agency.
6. All eligible employees must enrol in the group Life Insurance and Long Term Disability (LTD) plans.
7. All eligible employees must enrol in the health insurance and dental insurance plan unless evidence of comparable insurance coverage can be provided.
8. Contact Brant will pay 80% of the premium for benefits.
9. Employees will pay 20% of the benefit premiums; the employees' share of the premiums will be allocated so that they are paying close to 100% of the LTD to ensure tax free benefits, with any remaining employee share of the premium allocated next to Life Insurance and Accidental Death and Dismemberment (AD&D) premiums, and finally to health benefits.
10. Group health benefits currently in place are outlined in the "Benefits Handbook". A Handbook will be provided at time of registration into the plan, and whenever changes to the benefits are made.
11. The Board will annually review Benefits, including costs and the impact to the budget. Contact Brant will provide reasonable notice to employees if any changes are to be made to benefit plans, premium splitting arrangements or the benefit carrier.
12. *Collecting LTD Benefits:* If an employee collects LTD benefits, the benefit provider waives premiums for life insurance and LTD while the employee is on claim. The employee on LTD claim may choose to continue coverage for AD&D, Dependent Life Insurance, Health and Dental Benefits. If they choose to continue benefits:
 - The employee must reimburse Contact Brant for the employee share of premiums. Contact Brant will pay the employer share of premiums for Health and Dental Benefits for up to 1 year on claim; following this, the employee will be responsible to pay all the premiums up to two years on LTD claim.
 - Contact Brant reserves the right to discontinue premium payments for any plan member who does not return to work if/when they are deemed ineligible for Long-Term Disability benefits, Workers Compensation, or Employment Insurance sick benefit. At that point any options available to the employee will be governed by the policy contract and/or procedures of the insurance company.
13. *Pregnancy and Parental Leave:* While an employee is on pregnancy and/or parental leave, the employee can choose to continue or suspend benefits for the duration of the leave.
 - a. If the employee chooses to continue benefits, the employee must reimburse Contact Brant for the employee share of the premiums.

- b. If an employee does not want to pay their share of the benefits during the leave, then all benefits will be suspended
- c. If an employee continues benefits and becomes disabled during their maternity leave, the beginning of the elimination period for LTD is the employee's intended return to work date.

Pension Plan:

- 14. Contact Brant provides a mandatory membership in a pension plan through OPTrust Select for permanent full-time employees. Permanent part-time employees will be offered optional membership.
- 15. Contact Brant and the employee each contribute 3% of gross pay. The employee's 3% will be deducted from each payroll and Contact Brant will submit the payment to OPTrust Select.
- 16. Contact Brant will follow the Employment Standards Act and the OPTrust Select guidelines for payment during any employee leave of absence. During paid leaves of absence, contributions will continue to be made by the employee and employer.
- 17. When an employee takes an approved unpaid leave of absence, the employee and employer pension contributions may be mandatory or optional, depending on the type and length of the leave.
 - 17.1 Contributions by employer and employee are mandatory for all approved unpaid leaves of 30 calendar days or less. The employee and employer each pay their required contributions for the period of the leave upon the employee's return to work, or at termination if the employee does not return to work.
 - 17.2 All contributions for statutory leaves that are more than 30 days in duration are mandatory for both the employee and employer unless the employee elects in writing to opt out.
 - 17.3 For unpaid leaves not covered by the Employment Standards Act (e.g., unpaid personal emergency leaves, extended parental leave), it is optional for the employee to continue contributions. If the employee chooses to continue contributions during this period, the employee pays both the employee's and employer's contributions.
 - 17.4 WSIB leaves and unpaid sick leaves are optional; if the employee chooses to continue to contribute, the employer also contributes.
 - 17.5 If an employee is off on Long-Term Disability, the employer pays both contributions until the earliest date the employee (i) ceases to be disabled, (ii) turns 65, or (iii) ceases employment.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 12

DATE: October 2022

PAGE: 1 of 2

ABSENTEEISM AND ATTENDANCE POLICY

PREAMBLE

Contact Brant is committed to ensuring that all its employees are appropriately compensated for their hours of work. This Attendance and Absenteeism policy outlines our expectations for employees with regards to their time and attendance.

Absenteeism refers to a deliberate pattern of absences or late-arrivals that need to be corrected in order to ensure that Contact Brant is able to adequately staff its premises and achieve its organizational goals. Employee absences without reasonable cause affect the company's ability to achieve those goals.

POLICY

Contact Brant employees have the responsibility of attending work at their scheduled time or providing as much notice as possible in the event they are unable to arrive for the start of their shift.

PROCEDURES

1. Employees are expected to attend work unless an emergency arises or they are ill and cannot present themselves.
2. Employees are to call, text or email their supervisor or alternate if they will not be present. If employee need to leave their shift early, they must provide as much notice as possible to their supervisor.
3. Prolonged Absences: If an employee requires an absence for a prolonged period of time, Contact Brant may request additional information from an employee's medical provider regarding the projected length of their absence. Contact Brant will not request confidential medical information, including any diagnosis, etc., from the medical provider.
4. Absenteeism: Repeated absences or tardiness considered as absenteeism refer to absences or tardiness because of (this is not a comprehensive list):
 - Sleeping in late
 - Having personal social plans when scheduled for work
 - Leaving early every Friday without reasonable cause
 - Arriving late every Monday morning without reasonable cause
 - Failing to catch a regularly scheduled method of public transportation such as a bus
 - Extending a weekend without approval (e.g., not attending work on a Monday or a Friday for unjustified reasons)

5. Three Consecutive Absences: Any case where an employee misses at least three consecutive shifts without providing notice to their supervisor is considered job abandonment and the employee's relationship with Contact Brant will be severed. If an employee can provide adequate reasoning behind their absence, their employment may be continued at the organization's discretion.
6. Disciplinary Steps: In the case of an excessive number of absences, late shift arrivals, shifts left early, or if a pattern of absenteeism presents itself, Contact Brant will first meet with the employee to determine whether there is a workable solution to the attendance exceptions. Employees have a responsibility to do their part to work towards a solution and abide by the terms of the attendance agreement. If the attendance exceptions continue without reasonable cause and/or notice, Contact Brant will institute the corrective action process following these three steps:
 - i. Verbal warning
 - ii. Written warning(s)
 - iii. Termination of the employment relationship.

Each of these steps will be documented and copies will be provided to the employee to read and understand during the disciplinary meeting. For further guidelines on the corrective action process, refer to the Progressive Discipline Policy.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 13

REVISED: October 2022
September 2015; June 2013

PAGE: 1 of 2

PERFORMANCE REVIEW

Preamble

Human resources are the primary and vital component in successfully achieving the organization's mission. Contact Brant's success depends on the quality and commitment of employees.

Everyone likes to know how their contribution is regarded and to understand what performance expectations the agency has of them. Performance feedback is something that you should receive on a regular basis from your supervisor. Formal performance reviews are a good opportunity to get comprehensive feedback on achievements and areas requiring further development or attention. The Probationary Performance Review and the Annual Performance Review are intended to provide this feedback.

Performance reviews are never disciplinary in nature. When issues do arise, Contact Brant believes that they can best be resolved between open and frank discussion between the employee and management at the time of the concern.

Contact Brant strives to employ the best people available to maintain a high quality of service and as well as working relationships with our employees. We believe in open and honest communication. If an employee has a problem, a complaint, a suggestion, or an observation, Contact Brant wants to hear from you. Your Supervisor should be your first point of contact for any issues that may arise. Additionally, your CEO is available to all employees. Our door is always open. We believe that discussing issues directly with one another will enable us to maintain the spirit of cooperation that has contributed to our continued success.

If, for any reason, an employee feels their issue is not dealt with satisfactorily by their Supervisor, they should speak to the CEO. If the employee feels uncomfortable speaking to their CEO, employees can contact the Chair of the Board of Directors.

POLICY

Performance reviews are built on an evaluation of the employee's competencies and overall performance as it relates to their job duties and expectations, as outlined in their job description; following agency policies, procedures and practices; effecting the agency's mission, vision, values and strategic directions; and attainment of written employee goals over the previous year.

Employees will receive at least one performance review during the probationary period, and annually thereafter.

PROCEDURE

1. Each employee position will have a Job Description that forms part of the employee's contractual employment agreement with Contact Brant. The Job Description identifies:
 - Hours in each employee's workweek
 - Conditions of employment including, but not limited to, confidentiality, a valid driver's license and sufficient car insurance for company business if required; no criminal convictions for which a pardon has not been granted;
 - Primary responsibilities and competencies including, but not limited to, administrative, organizational, behavioural, relationships, and professional expectations
 - Direct supervisor for accountability.
2. Employees will receive a performance review prior to the successful conclusion of their probationary period and annually thereafter by their supervisor. Employees may request a performance review at any time.
 - Performance reviews may include a self-appraisal, supervisor feedback and other feedback. Performance reviews will include discussion of the outcomes of goals established for the previous and new goals for the upcoming year.
3. It is the responsibility of management to train, coach and assist employees to meet or exceed job performance standards.
 - Any performance concerns involving an employee will be brought to that employee's attention when the concern arises. Regular feedback will be provided to employees on their job performance through informal daily interactions as well as scheduled supervision meetings, with the purpose of improving the employee's value and potential within the agency.
 - New performance concerns will not be raised as part of the performance review process. Concerns that have previously been brought to an employee's attention and any changes that have occurred to address concerns may be documented as a part of the performance review process.
4. The performance review will be completed by the employee's supervisor and the employee during a Performance Review meeting. Following this, the supervisor will finalize the Performance Review Report for sign off by both parties.
5. The employee and the supervisor will sign the completed review form; this acknowledges that they have discussed the Performance Review. The employee will be given the opportunity to make additional written comments on the review at the time of signing the document.
6. The employee will be given a copy of the Performance Review. The Chief Executive Officer will file the written performance review in the employee's personnel file.
7. Employees are responsible for their own professional growth. Contact Brant supports professional development for its employees to ensure the continued excellence of our organization and our employees. Refer to the Professional Development Policy.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 14

REVISED: June 2013

PAGE: 1 of 1

PROFESSIONAL DEVELOPMENT

Preamble

Contact Brant supports professional development for staff, including costs for approved professional development opportunities, to further their knowledge and skills in areas related to their work. This also supports the continued excellence of our organization.

Policy

An employee is responsible for their own professional growth and should take the primary responsibility for managing their skills and development needs. Contact Brant supports professional development for employees to update and enhance their skills and knowledge necessary to make a continuing contribution to their work.

Procedure

1. An employee is responsible for their own professional growth and should take the primary responsibility for managing their careers by:
 - Reviewing their current skill sets, training and development needs for maintaining current knowledge and meeting the needs for their career, determining logical and appropriate avenues for training and development, and requesting training and development as needed.
 - Suggest possible training and development opportunities as appropriate.
2. An employee must receive prior approval from their Supervisor to participate in professional and educational learning.
3. Contact Brant will provide in-service programs related to the requirements of the agency. Available in-service programs will be provided to employees to attend during their regular working hours wherever possible.
4. Contact Brant may purchase resource materials in support of professional development. Where Contact Brant has purchased resource materials, these materials are the property of Contact Brant.
5. Where management has approved or requires an employee to attend an educational session, Contact Brant will pay part or all of any applicable fees to attend.
 - a. For professional development that includes staying overnight at a conference/event, employees will only count 7.5 hours in a work day.

SECTION: Human Resources**POLICY: HR 15****REVISED:** October 2022May 2019; November 2018; April 2018;
September 2015; June 2015**PAGE: 1 of 4**

PROFESSIONAL CODE of CONDUCT

PREAMBLE

Contact Brant is committed to providing a safe, healthy workplace that promotes a high level of job satisfaction and a respectful, collegial atmosphere. It is a shared responsibility of all employees to work towards the constant improvement of the workplace. It is also important for employees to project a professional image to clients, co-workers, visitors, and guests, and are expected to dress in a manner consistent with the nature of the work they perform.

Whenever people gather together to achieve goals, some rules of conduct are needed to help everyone work together efficiently and effectively. Employees have a responsibility to Contact Brant and to their colleagues to adhere to certain rules of behaviour and conduct. The purpose of these rules is be certain that everyone understands what conduct is expected and necessary. When each person is aware that they can fully depend upon coworkers to follow the rules of conduct, then Contact Brant will be a better place to work for everyone. This will support the orderly operation of our business, for the benefit and protection of the rights and safety of employees and clients, and the protection of the corporation's assets and reputation.

Contact Brant expects employees to use common sense and good judgment. Any conduct which is dishonest, illegal or unauthorized will not be tolerated and may be grounds for disciplinary action up to and including immediate termination of employment for cause. Any violations of the established professional conduct may result in disciplinary action.

Contact Brant employees are also required to manage their time wisely and not participate in any 'time theft'. Regular attendance and consistent punctuality are critical to the goals, objectives, effectiveness, and standards of Contact Brant. Employees who are chronically absent or tardy adversely affect productivity and staff morale, thus diminishing the quality and level of normal business operations.

The purpose of this policy is to encourage consistent self-discipline and corrective action in the event of undesirable or unacceptable conduct, behaviour, or violations of policies, procedures, or standards of practice.

POLICY

Contact Brant is committed to providing a professional workplace that aligns with the agency's stated vision and values.

Employees will conduct themselves in an ethical and professional manner at all times, and will govern their conduct and behaviour to ensure they do not negatively affect the services or reputation of Contact Brant.

Employees are expected to report to work able to perform their duties and not be impaired by the effects of alcohol, medications, cannabis or any other substance that may impair judgement to performance. Contact Brant prohibits the use of alcohol, recreational marijuana, and other substances while working and at agency-supported social events.

There is zero tolerance for abuse.

Repeated, willful or inexcusable breaches of policies, standards of operating practices, or normal business ethics are not acceptable and may result in disciplinary action.

PROCEDURE

1. Dress Code: It is important for all employees to project a professional image to clients, prospective clients, visitors, and guests, and as such, employees are expected to dress in a manner consistent with the nature of the work they perform.
 - 1.1. Employees who are inappropriately dressed in the opinion of management may be sent home and required to return to work in acceptable attire. Time spent away from work for this purpose may be unpaid, to be determined in the Organization's sole discretion.
 - 1.2. Employees are expected to maintain acceptable standards of personal grooming and hygiene while performing their duties, including avoiding wearing perfumes or colognes, and any personal practices or preferences that may prove offensive to others.
2. Examples of unacceptable conduct include, but are not limited to:
 - Any conduct which could injure or adversely affect client's or the agency's operations;
 - Failure or refusal to follow a Supervisor's instructions;
 - Failure, refusal or inability to properly and competently perform assigned work despite Contact Brant's efforts to assist;
 - Repeated unexcused absences or tardiness;
 - Unauthorized absence from work on one (1) or more days, i.e., no call/no show;
 - Breach of employee's duty of loyalty to Contact Brant, including but not limited to any actions that are known or ought reasonably be known to be detrimental to the agency's efforts to operate successfully;
 - Negligence or any careless action which endangers the life or safety of the employee or another person;
 - Unauthorized use or disclosure of confidential information including any client information; giving confidential or proprietary agency information to other organizations or to unauthorized employees; working for a competing business while an employee Contact Brant; breach of confidentiality of personal information;
 - Malicious gossip and/or spreading rumours; engaging in behaviour designed to create discord and lack of harmony; interfering with another employee on the job; willfully restricting work output or encouraging others to do the same;

- Violation of any policies or procedures;
 - Misuse, destruction, damage, or theft of the agency's, a client's, or any other individual's property whether on Contact Brant, client or other property;
 - Unauthorized personal use of Contact Brant's property or a client's property;
 - Soliciting or accepting tips or other gratuities from clients, vendors, suppliers, or others;
 - Falsification or misuse of any client, employment, or other records including time records, expense records, and employment applications; and
 - Gambling on Contact Brant premises.
3. Employee Responsibilities: Employees are responsible for performing their work in a competent manner, using common sense and good judgment, and displaying conduct and behaviour that is consistent with agency policies, practices, and values as well as legislation.
- 3.1. Employees are expected to report to work able to perform their duties safely and to standard, and remain fit for the duration of their workday.
 - 3.2. If an employee is taking a prescription or over the counter medication that could impair their job performance, the employee must report this treatment to their Supervisor. Medical marijuana will be treated the same as all other medically approved prescriptions.
 - 3.3. Employees cannot consume cannabis recreationally at work, cannot use cannabis in a vehicle, cannot attend or perform work while high, and cannot smoke or vape cannabis in enclosed workspaces or where other employees frequent, as per legislation.
 - 3.4. Employees must let their Supervisor know of any needs for physician-ordered accommodations in the workplace, and cooperate in any accommodation process.
 - 3.5. Employees are responsible for notifying their Supervisor, or alternate, of absence for each day or any part of a day that is planned or unplanned, regardless of cause. Each employee is also responsible for reporting when he or she is likely to return to work.
 - 3.6. Employees are responsible for notifying their Supervisor of any criminal charges or convictions under the Criminal Code of Canada. (Employees will annually be required to submit an Attestation Declaration to the Chief Executive Officer stating the status of any convictions.)
 - 3.7. Ideally, an employee will acknowledge if they are impaired at work, seek help voluntarily, and not require intervention; however, barriers to self-reporting include denial of condition, stigma, fear of job loss, and other ramifications.
 - 3.8. Employees are responsible for notifying management if they believe a co-worker is impaired at work. Colleagues play an important role in helping the impaired employee get into treatment by reporting any suspicion.
- Signs and behaviours associated with substance use include:
- Severe mood swings, personality changes
 - Underperformance

- Frequent or unexplained tardiness, work absences, illness or physical complaints
- Elaborate excuses
- Difficulty with authority
- Poorly explained errors, accidents or injuries
- Wearing long sleeves when inappropriate
- Confusion, memory loss, and difficulty concentrating or recalling details and instructions
- Visibly intoxicated
- Refuses drug testing
- Ordinary tasks require greater effort and consume more time
- Unreliability in keeping appointments and meeting deadlines
- Relationship discord (e.g., professional, familial, marital, platonic)
- Physical indications (e.g., track marks, bloodshot eyes)
- Deterioration in personal appearance
- Significant weight loss or gain
- Discovered comatose

4. Management Responsibilities:

- 4.1. Management is responsible for training, counselling and coaching employees to understand the expectations of the agency and the improvements that are necessary to achieve the desired level of performance and/or behaviour.
- 4.2. Management is responsible to ensure policies, including this policy, are applied objectively, promptly, and consistently with all employees.
 - Unacceptable professional conduct or behaviour will result in disciplinary action up to and including termination according to the Progressive Discipline Policy.
- 4.3. Contact Brant can request a doctor's determination that the amount of medically-prescribed cannabis consumed will not interfere with job performance or workplace health and safety, and declare the employee fit to work
- 4.4. Contact Brant has the right to require testing for impairment in situations that include for cause and safety-sensitive positions.
- 4.5. Contact Brant will provide a designated area for employees to smoke/vape medical cannabis that is separate from where employees smoke, and will request the employee to ask their doctor if there is an alternative method of consuming the medical cannabis



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 16

DATE: October 2022
February 2016; October 2015;
September 2015; June 2013

PAGE: 1 of 5

PROGRESSIVE DISCIPLINE

PREAMBLE

Contact Brant is committed to maintaining a work environment and atmosphere where all employees are afforded the opportunity to learn, grow, and thrive.

The Progressive Discipline Policy outlines the framework for addressing inappropriate behaviours within the workplace and ensuring corrective action is a fair and consistent approach to address situations quickly. The policy's purpose is to ensure that employees have the opportunity to correct any performance or behavioural problems that may arise.

Contact Brant has established a set of reasonable policies and guidelines for employees to follow. These have not been put in place to restrict the freedom of employees, but rather are in consideration of their safety and the overall protection of Contact Brant employees, property, and business practices.

Definitions - "Corrective Action" is the process for dealing with job-related behavior and/or conduct that does not meet expected and communicated performance standards.

In the event that an employee violates agency policy or exhibits problematic conduct or behaviour, a system of progressive discipline shall be utilized, where possible. The concept of discipline will emphasize corrective action to encourage employees to exercise self-control in their conduct.

POLICY

Contact Brant will follow a clear process for a fair and consistent approach to discipline within the workplace in the event that Contact Brant sees conflicting behaviours in the desired workplace atmosphere. Contact Brant is committed to addressing these situations promptly and appropriately following these guidelines.

PROCEDURE

1. Corrective Action Principals: Contact Brant will apply corrective action to address employees' performance and/or workplace issues. Corrective action uses increasingly serious measures to correct performance, conduct, and/or unacceptable workplace behaviours.
2. Corrective action may be warranted in the following instances such as, but not limited to:

- Performance issues
 - Workplace misconduct
 - Breach of workplace policies or procedures
 - Off duty conduct that has detrimental impact on the workplace.
3. Through corrective action, Contact Brant will:
 - Communicate the workplace expectations for performance and/or conduct
 - Provide appropriate support to rectify the issues or concerns
 - Provide the employee the opportunity to improve their conduct or performance issues.
 4. The Supervisor will always first discuss the concerns with the employee and provide supportive mentoring, with follow up with the employee to ensure the desired results are achieved. If the desired changes are not achieved after a reasonable time, Corrective Action will be implemented.
 5. Management, depending on the situation, will determine the most appropriate form of disciplinary action when evaluating the performance or misconduct. Serious offences may result in immediate suspension or dismissal without progressing through the verbal or written warnings.
 6. Contact Brant reserves the right to move to any disciplinary level of corrective action as deemed fit by management, based on the severity of the offence.
 7. Corrective Action Levels: Degrees of discipline shall be used in relation to the presenting problem. Minor offences will be subject to progressive disciplinary action while offences considered to be of a substantially offensive nature may result in immediate suspension or termination of the employee.
 - 7.1. *Verbal Warning* – Where warranted, an employee will be issued a verbal warning regarding a behavior and/or action that contradicts desired workplace conduct and/or performance. When a verbal warning is issued, management will provide the employee with an explanation of the inappropriate conduct or performance issue, why the verbal warning was issued, and what the expectations are of the employee moving forward. Management will document the conversation that has taken place and add the documentation to the employee's file.
 - ii. *Written Warning* – Where warranted, an employee will be giving a written warning regarding undesirable workplace behaviour. This warning could be about performance that was previously discussed in a verbal warning that has not been rectified, or a behavior or action that was considerably severe in nature and requires more than a verbal warning. The Supervisor will provide supportive mentoring and follow up with the employee to ensure the expected results are achieved; the employee shall be advised that further violations may result in further discipline including a suspension or termination of employment.–The employee will be provided with the letter that outlines the situation being discussed, what the concerns are, and what is expected of the employee within a specific timeframe for rectification. The employee and manager will both sign off on the document and one copy will be provided to the employee and a second copy will be placed in the employee file.

- *2nd Written Warning* – If the employee does not rectify their behaviour after a written warning has been issued, the CEO may provide a subsequent written warning (example: second written warning, final written warning), or move to a higher stage of corrective action as outlined below.
- *Suspension* – Suspension of one to five days with a written letter may be provided by the Chief Executive Officer; suspension means an employee is relieved of their job assignment without pay. The Supervisor will provide supportive mentoring and follow up with the employee to ensure the expected results are achieved. The employee shall be advised that further violations may result in the termination of employment.

7.2. *Termination* – An employee will be provided with written documentation regarding their termination outlining why the termination is being completed, any actions or disciplinary measures previously taken to rectify the situation that was not met and the justification for the for-cause termination as outlined in the Termination Policy. In severe instances, management may choose to move directly to the termination of employment when warranted.

8. Employee Responsibilities: Employees must:

- Ensure they understand and fulfill work expectations
- Ask management for help in the event they do not understand what is expected of their performance in the workplace
- Consistently act in a respectful manner towards colleagues, superiors, and clients
- Adhere to Contact Brant's policies and procedures
- Follow all health and safety measures put in place within the workplace.

9. Managers Responsibilities: Managers must:

- Ensure employees are aware of all workplace expectations for conduct and performance
- Manage employees effectively, providing ongoing and constructive feedback on work performance and workplace conduct
- Ensure employees are aware of and consistently enforce workplace policies and procedures
- Properly investigate any reported violations or alleged violations of policy or conduct as soon as possible after learning of the incident, including where and when the incident took place; documentation of any factual account of what happened; identification of other employees who witnessed the situation; policies or rules that were breached; any consequence of the behaviour to other employees or the organization; The documentation of an incident that is kept in the employee's file should not contain information that has not been addressed with the employee.
- Follow and enforce the Progressive Discipline Policy with respect to employee performance and workplace concerns. For each corrective

action taken, management will reiterate the correct agency policy regarding the violation; advise on the consequences associated with further infractions; provide suggestions towards methods of improvement; clarify changes that are required to correct the problem including the date by which the improvement must be made; identify the consequences of not making the necessary change.

- Maintain appropriate documentation for disciplinary actions and investigations.
- If no further infractions of the issue in question occur, no further disciplinary action will follow and the issue will be closed.

10. Suspension with Pay Pending Investigation

An employee may be placed on suspension with pay as a result of allegations implicating the employee of having committed a serious violation to allow the necessary time to complete an investigation into the violation. This form of suspension is not disciplinary, but is intended to allow Contact Brant to examine the issues thoroughly and to determine appropriate action. Should the investigation not be completed during the stated timeline, Contact Brant will reserve the right to extend the suspension, as necessary.

- The employee will be notified of the decision in writing of suspension with pay pending investigation, a stated timeline for the investigation, and the actions that predicated the decision.
- During the course of the investigation, the suspended employee will be provided with the details of the allegations and given an opportunity to respond to them through an interview process. As the employee will be suspended with full pay, the employee will be required to be available for interviews during this period, and will be given 24 hours' notice prior to any interviews taking place. Should the suspended employee need to leave town or will not be available for interviews, they must submit a request to be granted approved leave.
- If the suspended employee fails to be available for interviews, Contact Brant will proceed with the investigation and make a determination based on the information available.
- Contact Brant will provide the employee with a written letter regarding the outcome of the investigation including any disciplinary action.
- Contact Brant will work with the employee towards returning to work successfully, as appropriate.
- Any employee placed on suspension will be required to temporarily turn over their office keys; additionally any Contact Brant property, including but not limited to cell phones and laptops, business information, and confidential information are to remain at the worksite until such time as the investigation is completed.
- An employee placed on suspension should not have contact with anyone from the office other than their designated point of contact.

11. Appeals: Where an employee feels they have been unfairly disciplined under the corrective action framework, they may appeal the decision within 30 days of the disciplinary meeting.

- The employee must file a written appeal, which should contain all necessary documentation, to the Chief Executive Officer. Employees must provide solid evidence of the unfair disciplinary measures enacted or provide proof that the concern being disciplined for did not occur as described.
- Management will review all appeals within a timely manner and provide the employee with a written response to the appeal, including the outcome of the appeal, within 10 business days.
- In the event that an employee still feels that they have been wrongfully accused or disciplined following the CEO's review, they may file a written appeal to the Chair of the Board of Directors, who will take the appeal to an In-Camera session of the Board of Directors to review and respond in writing to the employee about the Board's decision to uphold, reduce, or withdraw the discipline. The Board meeting will be called in a timely manner, ensuring quorum at the meeting.
- In the situation of an interview during an investigation or an appeal, an employee has a right to bring a person to support them through the process. If the employee chooses to be represented by Counsel, the employee must notify the CEO or Board (as appropriate in the process) at least five days in advance.
- Following an investigation or appeal, a written resolution of the matter will be prepared and provided to the employee and the Board. The employee will be asked to sign-off on the decision.
- Any form of retaliation by the employee could result in more severe discipline.

12. The Chief Executive Officer will report all disciplinary actions to the Board of Directors at the next In-Camera meeting of the Board. All documentation related to legal issues, including Human Rights, will be retained in the Board of Director's confidential records.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 17

REVISED: October 2022

PAGE: 1 of 3

December 2021; September 2018; December 2012

TELEWORK POLICY

PREAMBLE

Contact Brant recognizes the opportunities that a flexible working arrangement such as Telework can present.

Definition: 'Telework' refers to any approved arrangement in which an employee performs their duties outside of their primary office worksite at an alternate location that is suitable for the performance of duties. This may be on a recurring or on an ad hoc basis, and may be part-time or full-time.

Flexibility in the workplace to accommodate work and personal needs, or reduce a commute, can result in benefits to organizations such as:

- A competitive edge for attracting and retaining highly skilled individuals
- Higher levels of employee satisfaction and motivation as well as reduced stress and absenteeism
- A smaller office footprint to enable the agency to put resources towards services and staffing.

In March 2020, all employees were required to work from home due to the pandemic. Contact Brant has since moved to a hybrid model where some employees work full-time in the office, some alternate between in-office and remote work on a scheduled basis, and others work full-time from home.

POLICY

Teleworking is not a formal, universal employee benefit and the decision for Teleworking is at the sole discretion of Contact Brant.

An approved Telework arrangement is not an entitlement and may be terminated at any time, for any reason, without notice; should Contact Brant revoke the privilege, it will not be deemed to be a fundamental change to the employment relationship.

PROCEDURE

- 1.0 Teleworking is the concept of working from home or another location on an ad hoc, full-time or part-time basis. Teleworking is not a formal, universal employee benefit, but rather an alternative method of meeting the needs of Contact Brant.
- 2.0 Teleworking can be discontinued at any time, for any reason, without notice; revoking the privilege will not be deemed to be a fundamental change to the employment relationship.
- 3.0 A Telework arrangement does not change the terms and conditions of employment.

- 4.0 Employees who are approved for Telework must always meet the needs of clients who prefer face-to-face services.
- 5.0 Eligible employees will be selected based on the following:
- Suitability of their position for teleworking;
 - An evaluation of the likelihood of their being successful teleworkers; and
 - An evaluation of the Supervisor's ability to manage remote workers.
- 6.0 Contact Brant will implement Telework arrangements in a fair and equitable manner where it is economically and operationally feasible to do so. Approval of Telework arrangements are made by the employee's supervisor on an individual basis considering both the abilities and characteristics of the employee and the nature of the work:
- The nature of the work to be performed by Telework will not impact clients or service; can be successfully completed virtually; can be as efficiently completed out of the office; required information can be securely accessed remotely and/or sent electronically; and it does not entail additional expenses for the organization.
 - Telework does not put additional workload on co-workers;
 - Employees will have demonstrated dependability and accountability for attendance and work ethic; have a proven record of regularly meeting all job responsibilities; and have successfully completed their probationary period.
- 4.0 Employee Responsibilities: Employees are responsible for the following when teleworking:
- Must have their Contact Brant office telephone with them for Telework days to remain available at their extension during their workday;
 - Office laptops/computers must be used for Telework to ensure appropriate firewalls and confidentiality of information. Contact Brant equipment will not be used by other members of the employee's household;
 - Ensure their Outlook Calendar is kept updated with appointments as well as times the employee is not available for work;
 - Ensure regular communication with co-workers and supervisor;
 - Attend meetings via video conferencing or teleconferencing, or in-person if these options are not available;
 - Attend any in-office requirements that may arise, including ensuring clients have the option for in-person meetings;
 - Meet the terms and conditions of employment, and the application of all Policies and Procedures;
 - Security, privacy and confidentiality of information must be maintained;
 - Establish a suitable workplace for their home office;
 - Telework may not be used as a substitute for child or other dependent care. Employees must ensure their workplace is as free from personal interruptions as possible;
 - Create boundaries between work and home life including the expectation to disconnect after completing their work day.

- 5.0 Contact Brant assumes no responsibility for any operating costs associated with an employee using their residence as an alternative worksite. This includes, but is not limited to, personal equipment, home maintenance, insurance, and utilities.
- 6.0 Any approved work-related expenses will be considered following the Staff Mileage and Expenses Policy. Note that the Staff Mileage and Expenses Policy outlines that mileage will not be paid for traveling to and from work if that were to occur during a Telework day.
- 7.0 Employees who wish to Telework must initiate the process through a written request to their supervisor, using the Telework Request form. The details of the Telework request will include:
- The duration of the arrangement, including whether the arrangement will be regular or episodic;
 - The Telework location and description of the work space;
 - A description of how the employee will meet responsibilities and expectations, as per their employee contract, job description as well as policies including Health and Safety.

SECTION: Human Resources

POLICY: HR 18

Revised: October 2022

PAGE: 1 of 5

September 2022; April 2018; October 2014

Abuse Policy

Preamble

Every person has the right to be free from any form of abuse. Contact Brant treats any act of abuse and/or neglect as a very serious matter and will report incidents to the authorities as appropriate, and investigate promptly.

Contact Brant takes every reasonable precaution to reduce the risk of abuse and/or neglect through the implementation of continuous quality improvement and risk management, including an annual evaluation of the effectiveness of our policy to promote zero tolerance of abuse and neglect. Contact Brant will ensure staff, students, volunteers and Directors of the Board are provided with definitions of abuse to support prevention and identification of abuse as well as understand the obligations for reporting and investigation processes to be followed related to allegations of abuse.

Contact Brant promotes safety and respects the rights and dignity of people receiving services. Any client reporting an act of abuse or neglect will be listened to respectfully, supported in understanding their rights and the need for staff to report, and supported to be protected from further abuse, or reprisal from the reporting.

Contact Brant follows legislation and guidelines, including the Child, Youth and Family Services Act and the Human Rights Act.

Other organizational policies relate to this Abuse Policy including Workplace Harassment and Violence Policy, Progressive Code of Conduct Policy, Serious Occurrence Policy, and Progressive Discipline Policy.

Definition of Abuse:

Abuse refers to any act or situation which may be physical, emotional, psychological, sexual and/or financial that is unwarranted, demeans, harms, infringes on personal rights or dignity, neglects, or places an individual at risk to personal harm and safety. Definitions of abuse include, but are not limited to the following:

- **Physical Abuse** causes pain or may inflict injury on the body, including but not limited to biting, hitting, kicking, slapping, pinching, pushing, pulling, shoving, burning, and improper or unwarranted restraint.
- **Sexual Abuse** occurs when sexual activity is forced, coerced or is against a person's will, including sexual exploitation.
- **Verbal Abuse** is using words to hurt or demean another person or destroy self-esteem, including but not limited to swearing, name calling, and use of derogatory or disrespectful language.
- **Emotional or Psychological Abuse** are actions that negatively affect the self-esteem of a person, including but not limited to a persistent pattern of belittling, criticizing, and undermining; destruction of property; withholding of normal social interaction or contact; and threats.

- **Neglect or Mistreatment** are acts that are disrespectful or demeaning to a person, punishment of a person by another that is condoned or instigated by staff, requiring or forcing a person to assume an uncomfortable position or to repeat physical movements, and deprivation of basic needs.
- **Exploitation** takes selfish or unfair advantage of a person or situation for personal gain or is the wrongful taking, use of, or exercising control over a person's property, resources, time or skills.
- **Financial Abuse** is the denial of access to and control over a person's own funds and the misuse of their financial resources.

Definition of Harassment: *Also refer to the Workplace Harassment and Violence Policy*

- Engaging in a course of vexatious comment or conduct against an employee in a workplace that is known or ought reasonably to be known to be unwelcome; or
- Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

POLICY

Contact Brant has zero tolerance for abuse which may result in disciplinary action up to and including termination of employment.

All incidents, allegations, or suspicions of abuse or willful neglect by Contact Brant staff or others will be appropriately reported immediately.

PROCEDURE

1. Orientation and Training:

All employees will be oriented in abuse prevention, identification and reporting; an annual review will be provided by management.

- a. The Chief Executive Officer will ensure documentation of the orientation and review will be maintained in each employee's file and staff meeting minutes.

2. Prevention:

The best way to prevent abuse, especially of people with disabilities, is to meaningfully include them in regular community life as neighbours, co-workers, volunteers and friends. Considerations include:

- a. Seeing people from a positive perspective of capacities and gifts, not deficits and needs
- b. Advocating for a quality life which is defined by the person based on interests, dreams and desires
- c. Assisting people to understand their rights to be treated with dignity and respect, including how to recognize abuse and know what action to take.
- d. Encouraging the person to be involved in the community where people can get to know the person and live meaningful lives in the community

- e. Supporting the person to lead; supporting family and staff not to take control but rather to play a support role to the extent necessary
 - f. Promoting adequate, flexible and individualized supports responsive to personal and family changes
 - g. Encouraging people to build relationships and maintain connections with family, friends and other community members
 - h. Recognizing the potential of individuals and providing them with information and opportunities for continuing personal growth and life-long learning
 - i. Responding to the direction determined by the individual, their families and others who are important in their life.
- 3. Identification of Abuse:**
- Although the following are not conclusive indicators of abuse, the existence of one or more may indicate that an individual has been abused. Listen carefully to what a person has to say and pay attention to their behaviour – special attention should be paid to evasive, inconsistent or illogical explanations of indicators.
- a. Indicators of Physical Abuse
 - injuries inconsistent with description of cause
 - signs from being shaken, hit, burned or restrained
 - signs of new injuries when old injuries have not yet healed
 - unexplained and unusual burns, cuts, bites, blisters, bruises, broken bones or bald spots on head (in unusual or clustered patterns)
 - unusual imprints on the skin from any instrument used to inflict abuse
 - b. Indicators of Sexual Abuse
 - the existence of sexually transmitted diseases or pregnancy
 - stained, torn or bloody underclothes
 - bruised or swollen genitalia/anal area
 - soreness in throat or neck area which may be due to pressure applied through choking for forced oral sex
 - pain while walking or sitting with illogical explanation
 - semen around the mouth, genitals or on clothing
 - unusual or offensive odour
 - a significant change in sexual behaviour or attitude
 - c. Indicators of Emotional Abuse
 - extreme, unusual behaviour (aggression, compliance, withdrawal)
 - high level of anxiety/fear of returning to a particular place
 - attempted suicide
 - delayed emotional or physical development
 - lack of attachment to parents or other caregivers
 - d. Indicators of Mistreatment/Neglect
 - poor hygiene
 - dirty torn clothes worn every day
 - insufficient and/or inadequate clothing
 - bug infestation in the individual's clothes or body
 - unattended medical or dental needs
 - significant change in weight of individual

4. Response and Reporting:

An immediate response including reporting is required:

- a. If a client is reporting a situation of abuse, staff should be objective and briefly question the person as to the incident, the identity of the person involved, and location.
 - b. When there are reasonable grounds to suspect abuse has taken place, employees, students and volunteers will immediately provide the individual with appropriate supports to ensure safety, and assist with access to professional resources including medical, legal, psychological, advocacy, etc., if appropriate.
 - c. When the alleged, suspected, or witnessed incident of abuse may constitute a criminal offence, employees, students, or volunteers must immediately contact police.
 - i. Staff should record the attending police officer's name, number and division.
 - ii. If unsure of the incident being a criminal offence, staff could consult with the Chief Executive Officer or designate.
 - d. Employees will notify the Chief Executive Officer or designated alternate of all alleged, suspected, or witnessed incidents of abuse. This requirement takes precedence over relationships and reflects the intent of the legislation with respect to protection from abuse.
 - i. Failure to report may result in disciplinary action up to and including termination of employment.
 - e. Employees will document details of the witnessed incident or the information as provided by the person; words should not be edited, corrected or censored.
 - f. All incidents of alleged, suspected, or witnessed incident of abuse will be reported and documented according to the Serious Occurrence Policy and Procedures.
 - g. Notification to others, including family and other service providers, will only occur with written consent from the person. If the individual has a public trustee or legal guardian, Contact Brant staff will notify them of the incident.
5. The Chief Executive Officer will initiate an internal investigation to any alleged, suspected, or witnessed incident of abuse that involves an employee, student, or volunteer of Contact Brant. If there is a police investigation, an internal investigation will not be initiated before police have completed their investigation. (Refer to Appendix 1 for considerations when conducting an investigation).
- a. Contact Brant will ensure that the rights and dignity of the alleged abuser are respected and safeguarded, and that the alleged abuser is aware of their rights to due process.
 - b. Any form of abuse is considered unacceptable conduct and will result in disciplinary action up to and including termination according to the Progressive Discipline Policy.

- c. The CEO must report all internal investigations to the Board of Directors, and will share only pertinent information; the CEO will recommend and implement any changes that need to be made to policies and procedures.

Appendix 1

Conducting an Internal Investigation

Considerations when Conducting an Investigation

- Contact the authorities where appropriate.
- Conduct your investigation immediately after learning of the complaint.
- Ensure that the investigation remains confidential, and that all information gathered remains confidential. Information should be shared only where necessary, and with appropriate parties (who must also be informed of the need for confidentiality).
- Investigate all claims seriously.
- Document all information appropriately.

Interviewing the Complainant

- Obtain a full account of the incident, and document all details provided.
- Determine any potential pattern involved, or if the incident was a singular occurrence.
- Determine if the incident was influenced by any contextual factors.
- Identify any reporting relationships, or hierarchical structures that may have influenced the incident(s).
- Determine a timeline of events associated with the incident, and what the job duties of each party were at the time of the incident, and what their expected locations were.
- Examine the potential of a charge made under false pretences, and any motivating factors that may be involved. Work to rule out these potential elements.
- Inform the complainant that a thorough investigation will take place.
- Obtain a written, signed and dated statement from the claimant.
- Ensure that the employee is free from retaliation as a result of their coming forward.

Interviewing Witnesses

- Obtain written, dated and signed statements from any witnesses.
- Ensure that the witness is free from retaliation as a result of their coming forward.

Resolve the Complaint

- Where disciplinary action is required, determine the level of discipline based on the severity of the incident, previous action taken in similar circumstances, the employee's previous history, and the frequency.
- Review, revise and re-communicate company policy on abuse and/or neglect.
- Place documentation of the complaint, investigation, rulings, discipline imposed, and any actions taken into confidential files.
- Follow up with the involved parties to provide details of the actions being taken in response to the findings of the investigation.



SECTION: Human Resource Policies

POLICY: HR 19

REVISED: October 2022
June 2013

PAGE: 1 of 2

Conflict of Interest

PREAMBLE

Contact Brant strives to maintain a high level of accountability and quality assurance in the delivery of services. Services should be provided equitably and through a transparent process.

Employees are expected to be independent with respect to their actions, decisions and judgments regarding all agency business. To this end, employees are expected not to have any relationships, activities, or personal financial interests that might possibly impair or affect their judgment or influence their decisions concerning Contact Brant business.

POLICY

Employees are required to support and advance the interests of the organization and avoid placing themselves in situations where their personal interests, actually or potentially, conflict with the interests of the organization.

PROCEDURE

- 1.0 Employees will conduct themselves with personal integrity, ethics, honesty and diligence in performing their duties.
- 2.0 Employees will follow established agency policies and procedures to ensure an equitable and transparent process in determining access to services, level of funding, and prioritization.
- 3.0 An employee must identify any conflict of interest to their supervisor (or in the case of the Chief Executive Officer to the Board of Directors).
- 4.0 Unacceptable conduct includes any private interests or personal considerations that could affect, or be deemed to affect, employee's judgment in acting in the best interest of Contact Brant. Examples include but are not limited to:
 - Accepting gifts or favours that are offered in gratitude for services rendered or anticipated;
 - Engaging in any business or transaction or having a financial or other personal interest which is incompatible with the discharge of the employee's official duties;
 - Placing themselves in a position to derive any direct or indirect benefit or interest from any agency contracts where the employee can influence decisions;

- Engaging in any outside employment, work, or business undertaking that interferes with the performance of duties as a Contact Brant employee;
- Engaging in any outside employment, work, or business undertaking in which they have an advantage derived from employment with the agency.
- Using their position to give anyone special treatment that would advance their own interests or that of any member of the employee's family, their friends or business associates.
- Using their position, confidential information, or corporate time, material or facilities for private gain or advancement, or for benefits to their family, including but not limited to, payments, gifts, discounts, or favours.

5.0 The exceptions to receipt of gifts are those of nominal value e.g., coffee, promotional item with a company's logo, small gifts for speaking presentations when representing Contact Brant, or to mark a significant events such as birth of a child or retirement.



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 20

REVISED: October 2022
November 2014

PAGE: 1 of 3

EMPLOYEE CONFLICT RESOLUTION

PREAMBLE

Contact Brant is committed to providing a respectful and fair working environment free of conflict. Conflict resolution and grievance procedures for employees are established to provide employees with a means to raise concerns in an open and fair manner regarding any conflict in the workplace, to express any dissatisfaction with respect to issues related to their employment, or to identify any deviation from policies and procedures or legislation.

Procedures should ensure prompt and reasonable resolution. Under no circumstance should any employee fear discrimination or reprisal in the workplace as a result of the filing of a complaint.

POLICY

Contact Brant is committed to providing a respectful and fair working environment. To this end, Contact Brant promotes and supports resolution of conflict and employee responsibility to identify conflicts, without fear of discrimination or reprisal.

PROCEDURE

1. **Employee Responsibilities:** Every employee is responsible for creating and maintaining a conflict-free workplace.
 - 1.1. Under ideal circumstances, the employee identifying the conflict will discuss any unwanted behaviour or actions with the offending party(s) and will reach a reasonable resolution.
 - 1.2. In the event that a discussion is not feasible or fails to reach a reasonable resolution, the employee should report the unresolved conflict to their supervisor or the CEO. If the unresolved conflict is with the CEO, the employee should contact the Chair of the Board of Directors.
 - 1.3. All employees have a responsibility to report to management when they become aware of conflicts including:
 - Disputes between co-workers or management that have unwanted and unresolved consequences
 - Perceived unfair or inequitable treatment
 - Harassment whether sexual, discriminatory, or personal in nature
 - Abuse of authority.

- 1.4. Employees are responsible for maintaining confidentiality regarding their involvement and the complaint itself.
 - 1.5. Employees are required to fully comply with the Conflict Resolution Policy including co-operating with any investigations.
 - 1.6. Employees must be aware that anonymous complaints will not be reviewed.
2. Management Support and Intervention: Management will ensure that under no circumstance should an employee fear discrimination or reprisal in the workplace as a result of the filing of a complaint, and will respect confidentiality of information shared by each employee.
- 2.1. Management will ensure prompt response and support a reasonable resolution by properly investigating the situation. Investigation may include documentation of the details of the unwanted circumstance(s), the names of any applicable witnesses, and any attempts made to resolve the issue; interviews with other employees involved or witnesses.
 - 2.2. Management will ensure employees are treated fairly throughout the process, as either a complainant, or alleged offending party.
 - 2.3. All attempts shall be made to reach a reasonable resolution through mediation of the complaint with both parties involvement. Although it is ideal that the parties meet together with management, it is not required if an employee is not in agreement with the meeting. Management may present some possible resolutions available and seek consensus for the resolution; if consensus cannot be reached, management will need to render a decision that all parties will be required to accept to resolve the matter.
 - 2.4. The Chief Executive Officer will be responsible for enacting any further preventative measures following an investigation to ensure a workplace that is free from harassment.
3. Outcomes of Conflict Complaints:
- 3.1. *Lack of Evidence:* In the event that a complaint is not substantiated due to lack of evidence or other reasons, both parties shall be informed with the rationale used. The complainant shall be notified first. Both parties will be reminded that an unsubstantiated complaint does not necessarily mean that it was filed under false or frivolous pretences. A complainant may request that the investigation be re-opened in the event that pertinent new evidence can be provided, or a reprisal due to the allegation has occurred.
 - 3.2. *Corrective Action:* In the event that an investigation results in evidence that the conflict was based on unwanted behaviour or action of an employee(s) against another employee(s), or that an employee has breached policies or job responsibilities, the Chief Executive Officer may discipline the employee following the Progressive Discipline Policy. The complainant will not be provided with the details of any disciplinary action but can be informed that the issue has been addressed

- 3.3. *False or Frivolous Complaints*: Employees should be cognizant of the fact that a formal complaint against another employee is a serious allegation. Where a complaint is found to be either false or frivolous, or where supporting documentation for a complaint has been falsified, the complainant may be subject to disciplinary measures according to the Progressive Discipline Policy.
4. Records: The Chief Executive Director will file all formal complaints and accompanying documentation including findings of any investigation in a secure file folder. Documentation relating to an employee will also be kept in the files of those employees involved in the conflict and will not contain information that has not been addressed with each employee.
- 4.1. Information from a previous investigation resulting in a substantiated complaint may be used for review and consideration purposes in the event of a new allegation.
5. Agency Reporting: The Chief Executive Officer will report to the Board of Directors on any formal conflict resolution reviews and the general nature of the issues without disclosing employee names or specific identifying details.



Employee Handbook

Welcome Letter

Welcome to Contact Brant for Children's and Developmental Services.

We are pleased that you are part of the team!

Our commitment to excellence is reflected in a consistent strengthening of operational systems, strategic alliances, and partnerships with clients. But, we could not do it without you.

We value our employees, and we need to create an environment where you can succeed in your own goals in order to help us succeed in ours. We believe that all employees have an important contribution to make, both individually and to the team and we are committed to providing an environment where all employees are encouraged to reach their highest potential.

Please join us in striving to please our clients, in aiming to be the best you can be, and in making our organization a success.

We have written this Employee Handbook to answer some of the questions you may have concerning our organization and our human resources policies and benefits. Please read it thoroughly and retain it for future reference.

We wish you great success in your position, and we hope that your employment relationship with our organization will be a rewarding experience.

Sincerely,

Jane Angus

Jane Angus
Chief Executive Officer

- About Us	5
- Service Principles.....	6
- Diversity Statement.....	6
- Employee Policies.....	6
Accommodation	8
<i>Emergency Preparedness</i>	8
Advancement	9
Alcohol and Substance Abuse	9
Business Conduct	10
Business Expenses.....	11
Organization Property	11
Confidentiality.....	12
Conflict of Interest	12
Dress Code	13
Electronic Communications.....	13
Employee Benefits	16
Employee Files.....	16
Health and Safety.....	16
Hours of Work	18
<i>Meal Breaks</i>	18
<i>Overtime</i>	19
Housekeeping	19
No Smoking.....	20
Open Door.....	20
Payroll	20
Performance Reviews	21
Privacy Policy.....	21
Probationary Period.....	23
Progressive Discipline	24
Professional Development.....	23
Resignation	25
Respect in the Workplace	25
Teleworking.....	29
Telephone Usage.....	30
Temporary Layoffs	30

Time Away from Work	310
<i>Absenteeism and Tardiness</i>	310
<i>Jury Duty/Witness Duty</i>	33
<i>Medical Leave of Absence</i>	311
<i>Legislated Leaves of Absence</i>	Error! Bookmark not defined.
<i>Paid Holidays</i>	35
<i>Pregnancy Leave/Parental Leave</i>	343
<i>Vacation</i>	354
<i>Voting</i>	34
 APPENDICES	 37
Appendix A – Employee Handbook Acknowledgment	38
Appendix B – Privacy Consent.....	39

PREAMBLE

Human Resources Policy Statement

This Employee Handbook is designed to acquaint you with the Organization. This Employee Handbook will provide you with information concerning working conditions, responsibilities, employee benefits, and some of the policies that will affect your employment. You should read, understand, acknowledge, and comply with all provisions of the Employee Handbook.

This Employee Handbook also contains procedures that represent best practices as determined by the Organization.

If you have any questions upon review of these policies, please contact your supervisor.

About Us

Contact Brant is funded by the Ministry of Children, Community and Social Services and the Ministry of Health with a mandate as the Access Agency for child and youth services in Brant, the Lead Coordinating Agency for Coordinated Service Planning and FASD Service Coordination, as well as the Lead Organization for the Ontario Autism Program Urgent Response Service for the Hamilton-Niagara Region. We manage the Community Information website, www.info-bhn.ca, to promote easy access to information about services, and provide the Brant-Haldimand-Norfolk records to Ontario 211 for their provincial information services.

VISION

By working together, we will improve the well-being of children, youth and families.

MISSION

Contact Brant is the first place for children, youth and their families to:

- Connect to community services
- Understand available resources
- Receive coordinated supports.

VALUES

We value ...

Our clients through a respectful family-centered approach.

Our community partners and the work we do together.

Our commitment to diversity and inclusion.

Our knowledgeable team who make it all happen.

Child/Youth and Family-Centered Service Principles

We recognize each family is unique, the family is the constant in a child's life, and the family is the expert on their child's abilities and needs.

We treat each child, youth and family with dignity and respect.

We provide flexible and responsive services based on the unique needs of each child, youth and family.

We build each service plan on each child/youth and family's strengths, as well as their identified priorities and preferences.

We provide information to help each child/youth and family make informed decisions; we ensure choice and decision-making occurs throughout service.

We work collaboratively with children, youth and their families as well as other community service partners to provide coordinated services for each family.

We hold the highest respect for Confidentiality and Privacy of information, and always secure informed Consent.

Privacy Statement

Contact Brant respects privacy and holds personal information confidential. Contact Brant will not give information to another agency or person unless you give consent.

Collection, Use and Disclosure:

Contact Brant requests your consent to collect, use and share your information for our services of intake, referral, & service coordination.

- Contact Brant asks you and your family to tell us your story. We write down your 'family story' and keep this information safely protected. Contact Brant asks you what help you would like, and gives you information on the services that we know might help.
- Contact Brant asks for your consent to make referrals to the service(s) you agree that would be helpful. When we send a referral, it is the 'family story' that you provided that we write down in the Intake record.
- Contact Brant asks for your consent for service coordination. Your consent allows us to communicate with other people, such as your school, other service providers and your doctor so that we can all work together. For service coordination, your 'family story' is not shared. Instead we talk about what services you are involved with or waiting for, how all the services can work together on your behalf, and any key things that are happening at the moment that we all need to help with.
- You can give, refuse and withdraw consent at any time for the collection, use and disclosure of your information.
- You have a right to ask to see your record, and request corrections to be made to the record.
- You need to understand what you are giving consent for -
Contact Brant staff must fully explain:
 - who information will be shared with

- what information will be shared
 - the purpose for sharing the information, and
 - that you can withdraw consent at any time.
- Contact Brant wants you to know that we share non-identifying data for community planning (e.g., number of children ages 6 - 10).

Contact Brant welcomes feedback. Please let us know if we have helped, or if you have a complaint. Call 519-758-8228 or visit us at 643 Park Road North, Brantford, or use our Feedback and Complaints Brochure, or email information@contactbrant.net

You can make a privacy complaint to the Information and Privacy Commissioner of Ontario: www.ipc.on.ca or call 416-326-3333

Diversity Statement

The Organization believes that ensuring diversity is fundamental to its future growth and progress and is an integral part of its business activities.

Recognizing and encouraging the uniqueness of individual contribution within a team environment is fundamental to the Organization and its employment policies. Our philosophy is found in all aspects of employment such as recruitment, compensation, training, promotion, transfer, and benefits. All employees at the Organization will be treated as individuals according only to their abilities to meet job requirements, and without regard to factors such as race/colour, religion/creed, age, sex/gender, sexual orientation, marital/family/civil status, disability, or any other factor that is legislatively protected within the province where the employee works. Any kind of discrimination or harassment based upon these factors is neither permitted nor condoned, and above all, will not be tolerated under any circumstances.

Employee Policies

The following are the sections of the Organization's policies and procedures. These policies are available in the Q-drive in a folder titled 'Contact Brant POLICIES' for your ease of reference.

- Administrative Policies and Procedures
- Financial Policies and Procedures
- Human Resources Policies
- Access Coordination Policies and Procedures
- Information Services Policies and Procedures

Accommodation

The Organization is committed to principles of equal opportunity for all job applicants and employees. In keeping with this policy, the Organization does not engage in impermissible discrimination based on any prohibited ground, including an individual's disability (perceived or real). The Organization will also make reasonable accommodations that are necessary to comply with the provincial and federal laws. This means that the Organization will make reasonable accommodations for a known physical or mental disability or known medical condition of an applicant or employee, consistent with its legal obligations to do so.

As part of its commitment to make reasonable accommodations, the Organization also wishes to participate in a timely, good faith, interactive process with the applicant or employee to determine effective reasonable accommodations, if any, which can be made in response to a request for accommodations. Applicants and employees are invited to identify reasonable accommodations that can be made to assist them to perform the essential functions of the position they seek or occupy. Applicants and employees who may require reasonable accommodation should contact the Organization or your CEO, as the case may be, as soon as possible to request the opportunity to participate in a timely interactive process. By working together in good faith, the Organization hopes to implement reasonable accommodations that are appropriate and consistent with its legal obligations.

The Organization will, upon request, provide any necessary supports to employees with disabilities. The Organization will provide information on policies that support employees with disabilities to new employees as soon as possible and to all employees on a timely basis and make them aware of any revisions or adjustments to policies on an ongoing basis.

In addition, and where an employee with a disability so requests it, the Organization will consult with the employee to provide, arrange and/or determine suitability for the provision of accessible formats and communication supports for:

- a) Information that is needed in order to perform the employee's job; and
- b) Information that is generally available to employees in the workplace.

Emergency Preparedness

If you have a disability, whether permanent or temporary, and may need help during an emergency, please contact your supervisor and Joint Health and Safety Committee representative. We will work with you to develop individualized emergency response information that will meet your needs in an emergency situation.

Please note that the Organization does not need to know the details of your medical condition or disability, only the kind of help you may need. The information you provide will be kept confidential and only shared with your consent.

Advancement

The Organization believes in an environment where all employees are given the opportunity to contribute, learn and grow. We encourage personal and professional growth within the Organization, which ultimately depends on your desire to learn.

We encourage all employees to apply for jobs within the Organization should they become available. It is important that you discuss your career goals and aspirations with your supervisor, so that the Organization can do everything possible to assist you in achieving them.

Alcohol and Substance Abuse

We aim to provide all employees with a drug-free and safe workplace. To this end, employees are required to report to work in appropriate mental and physical conditions to perform their jobs in a satisfactory manner.

Violations of the Professional Code of Conduct policy will lead to disciplinary action, up to and including immediate termination of employment for cause. Such violations may also have legal consequences.

While on the premises of the Organization and while conducting business-related activities off the premises, no employee may use, possess, distribute, sell, or be under the influence of alcohol, cannabis or illegal drugs.

The legal use of prescription drugs (including cannabis used for medical purposes) must not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner, including not endangering the employee or other individuals in the workplace. Employees who are in safety sensitive positions or who operate machinery (including but not limited to motor vehicles) are required to report any prescription drug use that may impact their ability to safely carry out their job functions to their supervisor (if there is any doubt, please report). Once reported, the Organization will take appropriate measures to ensure employee safety, in accordance with applicable health and safety and human rights legislation.

Any employee reporting for work and found to be under the influence of alcohol, cannabis, illegal drugs, controlled substances or prescription drugs (subject to the qualification above, i.e. prescription drugs that do not impair an employee's ability to carry out their essential duties) will be asked to leave the premises but will be provided transportation to ensure that they arrive home safely.

Employees with questions or concerns about substance dependency or abuse are encouraged to seek information from their supervisor regarding available support and appropriate resources in the community. Such requests should be made before a workplace incident/accident/near miss.

Employees who fail to seek assistance before a workplace incident/accident/near miss may be subject to discipline up to and including termination of employment for violating this policy.

Professional Conduct

Whenever people gather together to achieve goals, some rules of conduct are needed to help everyone work together efficiently and effectively. By accepting employment with us, you have a responsibility to the Organization and to your colleagues to adhere to certain rules of behaviour and conduct. These are outlined in the Professional Code of Conduct Policy.

The purpose of these rules is not to restrict your rights, but rather to be certain that you understand what conduct is expected and necessary. When each person is aware that they can fully depend upon coworkers to follow the rules of conduct, then our Organization will be a better place to work for everyone.

Of course, it would be impossible to list rules to cover every situation. Generally speaking, the Organization expects its employees to use common sense and good judgment. Any conduct which is dishonest, illegal or unauthorized will not be tolerated and may be grounds for disciplinary action up to and including immediate termination of employment for cause. Any violation of the activities listed below may result in various forms of disciplinary action, including but not limited to an oral or written warning, suspension without pay or immediate termination of employment for cause, depending on the seriousness of the offence.

Some examples of unacceptable conduct are:

- Any conduct which could injure or adversely affect our client's or Organization's operations;
- Failure or refusal to follow a Supervisor's instructions;
- Failure, refusal or inability to properly and competently perform assigned work despite the Organization's efforts to assist;
- Repeated unexcused absences or tardiness;
- Unauthorized absence from work on one (1) or more days, i.e., no call/no show;
- Breach of employee's duty of loyalty to the Organization, including but not limited to any actions that are known or ought reasonably be known to be detrimental to the Organization's efforts to operate successfully;
- Negligence or any careless action which endangers the life or safety of the employee or another person;
- Unauthorized use or disclosure of confidential information (which includes any information regarding our clients); giving confidential or proprietary Organization information to other organizations or to unauthorized Organization employees; working for a competing business while an Organization employee; breach of confidentiality of personal information;

- Malicious gossip and/or spreading rumours; engaging in behaviour designed to create discord and lack of harmony; interfering with another employee on the job; willfully restricting work output or encouraging others to do the same;
- Violation of any of the Organization's policies or procedures;
- Misuse, destruction, damage, or theft of the Organization's, a client's, or any other individual's property whether on the Organization or client property;
- Unauthorized personal use of Organization's property or a client's property;
- Soliciting or accepting tips or other gratuities from clients, vendors, suppliers, or others;
- Falsification or misuse of any client, employment, or other records including time records, expense records, and employment applications; and
- Gambling on Organization premises.

Business Expenses

It is the policy of the Organization to pay for all reasonable expenses incurred by employees while doing business for the Organization. The Organization does not pay for an employee's personal expenses. You are expected to exercise good judgment with respect to any expenses you incur and check the accuracy of bills before paying or accepting them. All expenses must be pre-authorized by your Supervisor, and receipts are required before any expense is reimbursed.

Once approved, the actual costs of expenses directly related to accomplishing business travel objectives will be reimbursed. You should submit receipts within each fiscal quarter.

Abuse of the Staff Mileage and Expenses Policy, including falsifying expense reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment for cause.

Organization Property

Preserving and safeguarding the Organization's property is the responsibility of each employee.

Equipment, materials, and supplies are the property of the Organization and must be used only for Organization business on Organization premises or on approved work sites. All such equipment, materials, and supplies must be protected from theft, misuse, or damage. If it is determined that the loss or damage of Organization property is due to negligence of the employee, this negligence may result in disciplinary action up to and including termination of employment for cause. No Organization property may be borrowed for personal use without the authorization of management. Theft of the Organization's property or of a co-worker's property will result in termination of employment for cause and possible criminal charges.

All Organization-owned offsite assets must be returned upon notification of termination or resignation.

Confidentiality

Confidential information about the Organization, the Organization's business associates, clients, suppliers, or employees should not be divulged to anyone other than persons who are authorized to receive such information. No disclosure under any circumstances other than with informed consent. This basic policy of caution and discretion in handling of confidential information extends to both external and internal disclosure. Refer to our Privacy and Confidentiality Policy, as well as Consent Policy.

Confidential information obtained as a result of employment with the Organization is not to be used by an employee for the purpose of furthering any private interest, or as a means of making personal gains. Use or disclosure of such information can result in civil or criminal penalties, both for the individuals involved and for the Organization.

Breach of confidentiality regarding any information or records relating to our Organization or our clients may result in immediate termination of employment for cause.

Confidential information includes, but is not limited to, the following examples:

- The names of clients (including prospective clients), suppliers, or independent contractors;
- Any information relating to our clients;
- Compensation data;
- Financial information;
- Pending projects and proposals;
- Personnel/payroll records; and
- Confidential conversations between any persons associated with the Organization.

Conflict of Interest

Employees are expected to be independent with respect to their actions, decisions and judgments regarding all Organization business. To this end, employees are expected not to have any relationships, activities, or personal financial interests that might possibly impair or affect their judgment or influence their decisions concerning Organization business. Refer to our Conflict of Interest Policy.

To avoid confusion, some examples of unacceptable conduct are noted below. Accordingly, an employee of the Organization shall not:

- Accept from persons having dealings with the Organization, gifts, or favours that are offered in gratitude for services rendered or anticipated;
- Engage in any business or transaction or have a financial or other personal interest which is incompatible with the discharge of the employee's official duties;
- Place themselves in a position to derive any direct or indirect benefit or interest from any Organization contracts where the employee can influence decisions;

- Engage in any outside employment, work, or business undertaking that interferes with the performance of duties as a Organization employee; and
- Engage in any outside employment, work, or business undertaking in which they have an advantage derived from employment with the Organization.

If you have any questions concerning any of the unacceptable activities listed above or are in doubt about any particular situation, please do not hesitate to speak to your Supervisor for clarification or guidance.

Please note that violation of this policy will lead to discipline up to and including termination of employment for cause.

Dress Code

It is important for all employees to project a professional image to clients, prospective clients, visitors, and guests. As such, employees are expected to dress in a manner consistent with the nature of the work they perform.

Employees, who are inappropriately dressed in the opinion of management, may be sent home and required to return to work in acceptable attire. Time spent away from work for this purpose may be unpaid, to be determined in the Organization's sole discretion.

Employees are also expected to maintain acceptable standards of personal grooming and hygiene while performing their duties. Avoid wearing perfumes or colognes, and any personal practices or preferences that may prove offensive to others.

Electronic Communications

This document summarizes the Organization's policy on access to, use and disclosure of information entered into or obtained through the Organization's computers and other electronic communication systems that can receive and retain information.

Voicemail, facsimile, data network, email systems, and other electronic communications are for use in conducting the business of the Organization. We expect communications and information received or transmitted through these systems will have a business purpose. We recognize that employees will occasionally use these electronic communication systems for personal matters. We expect that employees' personal use will be minimal, will not interfere with the conduct of our business, and that the content of the communications employees send and receive will comply with the requirements set forth below.

1. Subject to the above, the computer hardware, software, email, other media of electronic and telephonic communications and the Internet connection (collectively the "Communication Systems") are the property of the Organization and are to be used solely for business purposes.

2. Use of the Communication Systems for outside commercial ventures, religious or political causes, outside organizations, illegal purposes, or other non-job related matters such as entertainment or gaming, or to disclose, store or send confidential, proprietary, secret or privileged information is prohibited. The Organization's Communication Systems may not be used in a way that may be harassing, disparaging, disruptive or offensive to others, or harmful to morale.
3. Employee communications transmitted or received by the Communication Systems should not be considered private by employees. The Internet gateway is not a secure system. There is no expectation of privacy for either the sender or recipient of electronic communications using the Communication Systems.
4. The use of the Communication Systems and the transmissions sent or received may be monitored or examined by authorized personnel to ensure the Organization's legitimate business interest in the proper utilization of its property and compliance with its policy. The Organization reserves the right to access and disclose the contents of the communications/transmissions as is required in furtherance of the Organization's legitimate business interests, by law or by legal obligations to third parties. By using the Communication Systems, employees consent to such access and disclosure of the contents of the communications/transmissions as set out above by authorized Organization personnel. The existence of passwords or message delete functions does not restrict or eliminate the Organization's ability or right to access electronic communications.
5. Information on Internet activity may be collected and periodically reviewed with the focus on possible misuse, unauthorized access and growth trends for capacity planning.
6. Use of software that violates the software vendor's licensing agreement is prohibited.
7. Employees shall not use a code, access a file, or retrieve any stored information, other than where authorized. Employees shall not attempt to gain access to another employee's messages without the latter's permission.
8. The Organization, in its sole discretion, reserves the right to suspend or limit an employee's use of the Communication Systems.

Violations of this policy may necessitate disciplinary action, up to and including termination of employment for cause.

No Expectation of Privacy

The Organization and specially-authorized individuals reserve the right to access, use and disclose contents of the Communication Systems at any time and review, use, and disclose communications within the Communication Systems, without notice to users of the Communication Systems.

No one may access or attempt to access another's electronic communications without appropriate authorization from management. The reasons the Organization may access the Communication Systems include but are not limited to: system maintenance; preventing or investigating allegations of system abuse or misuse; assuring compliance with software copyright laws; complying with legal and regulatory requests for information; ensuring that the Organization operations continue appropriately during an employee's absence; investigating alleged employee misconduct; and any other purpose deemed appropriate by the Organization.

Employees should not expect the use of the Communication Systems to be private.

Online Social Community Pages, Personal Websites and Blogs

If you choose to identify yourself as an Organization employee or to discuss matters related to the Organization's business on your personal pages within an online social community such as, but not limited to, Facebook, Twitter or Instagram, your personal website, and/or blog, please bear in mind that although the personal page, website or blog is a *personal project* and a medium of *personal* expression, some readers may nonetheless view you as a *de facto* spokesperson for the Organization.

In light of this, we ask that you observe the following guidelines:

- Please make it clear to your readers that the views you express are yours alone and that they do not necessarily reflect the views of the Organization. To help reduce the potential for confusion, we would appreciate it if you put the following notice or something similar in a reasonably prominent place on your site:

The views expressed on this personal page, website/blog are mine alone and ought not be considered as originating from my employer.

If you do put a notice on your page and or site, you need not put it on every page, but please use reasonable efforts to draw attention to it.

- Do not disclose any information that is confidential or proprietary to the Organization or of any third party that has disclosed information to us. The Organization's policy on Confidentiality applies. Accordingly, a violation of the policy may lead to discipline, up to and including termination of employment for cause.
- Since your site is a public space, we anticipate you will be as respectful to the Organization, our employees, our clients, our partners and affiliates, and others (including our competitors) as the Organization itself endeavours to be.
- We also warn you against making a false claim, expressly stated or implied to be factual, that may harm the reputation of the Organization, an individual, business, product, group, government or nation. This could lead to civil or criminal actions against you. In addition, you may face Organization-imposed discipline, up to and including termination of employment for cause.

If you have any questions about these guidelines or any matter related to your site that these guidelines do not address, please direct them to your Supervisor.

Employee Benefits

The Organization is pleased to be able to offer its permanent employees, working over 30 hours/week, and their families a comprehensive benefits program following the successful completion of your probationary period of three months and subject to the terms of the respective plans.

Where an outside third party insurance carrier underwrites such plans, any dispute regarding entitlement to benefits constitutes a dispute exclusively between the insurance carrier and the employee.

The Organization also offers employees a moderate Pension Plan through OPTrust Select to all permanent employees.

Please note the Organization reserves the right to cancel, revise, or amend any of the above noted plans without notice.

Please refer to our benefit booklets for detailed information on our benefits programs.

Employee Files

The Organization maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, and other employment records.

Personnel files are the property of the Organization, and access to the information they contain is restricted. Generally, only the CEO is allowed to do so.

It is the responsibility of each employee to promptly notify the Organization of any changes to personnel data.

Health and Safety

The health and safety of all employees is of the utmost concern to the Organization. It is our policy to provide safe and healthy working conditions, as well as proper first aid. It is not only the Organization's responsibility to ensure workplace health and safety but also the responsibility of all employees. The Health and Safety Policy has been written to protect you, the employee, while working in our office environment.

It is in the best interest of all parties to consider health and safety in every activity. Commitment to health and safety must form an integral part of this Organization. The Organization is committed to protecting employees from injury and illness by establishing safe work practices in compliance with occupational health and safety legislation.

The Organization's Health and Safety policy is built on the following guidelines:

- Accident prevention shall be an integral part of all job procedures;
- Employees must report all injuries, regardless of their extent, to their Supervisor immediately after the injury occurs. Employees are responsible to obtain the proper forms from their Supervisor and to complete them appropriately;
- All accidents shall be investigated by the CEO or alternate;
- Management is responsible for development, installation, operation, administration and supervision of the safety program as outlined herein;
- A health and safety representative shall be appointed and posted;
- The Organization will comply with the applicable provincial health and safety legislation; and
- Employees who fail to observe safety rules, to use safety equipment provided and to practice safety at all times will be subject to discipline up to and including termination of employment for cause.

The Organization, working together with the health and safety representative, should ensure the following is conducted:

- Accident investigations;
- Worksite inspections;
- Safety performance audits;
- Safety training; and
- Safe worksite design and layout.

Employees are encouraged to take the initiative, as individuals or departments, to improve existing programs and/or develop and recommend additional methods or programs. Equally important is management and employee commitment and involvement in the total health and safety efforts. Any accident or hazard that results in, or may result in injury to an employee or damage to equipment should be reported and thoroughly investigated. Regardless of how minor the injury or damage, the events that contributed to the injury should be recorded. Determination can then be made as to the cause and will serve to prevent the recurrence.

Safety inspections are essential to maintaining acceptable safety standards and work practices. Worksite conditions are constantly changing and inspections are a means of recognizing and appraising unsafe conditions of work practices resulting from these changes.

General Office Safety Rules: Most office accidents result from slips, trips and falls, lifting objects, punctures or cuts, and being caught between things.

Slips are caused by slippery floors, uncleaned spillage, or grippless shoes. Trips occur over objects lying on the ground or jutting out into the aisles or because of poorly maintained floor surfaces. Falls can be from ladders or from standing on chairs to reach an object.

Many of these accidents can be avoided by simple planning and housekeeping. For example:

- Traffic ways and aisles should be kept clear of materials, equipment and electric leads;
- Spilled liquids and anything else dropped on the floor should be immediately picked up or cleaned away;
- Freestanding fittings should be completely stable or secured to the wall or floor. Filing cabinets should never be left with cabinet drawers open. For stability, load cabinets starting from bottom to top and do not open more than one drawer at a time;
- Office machines and equipment should be kept in good working order. Equipment using hand-fed processes, such as electric staplers and paper guillotines, should be guarded and staff trained in their proper use; and
- Many pieces of equipment using electricity can mean trailing cables, overloaded circuits, broken plugs and sockets. Employees should report such instances to their Supervisor.
- When Teleworking, employees are expected to abide by Health and Safety legislation and agency expectations, policies and procedures.

Hours of Work

The Organization's standard hours of operation of 8:30 a.m. to 4:30 p.m. Mondays to Fridays are based on business needs and requirements for answering the phone and responding to walk-ins; however, employees work a flexible schedule to meet the needs of clients and the Organization, including before, during and after office hours.

Each employee is hired with a work schedule based on the nature of the work they perform that is outlined in each employee's employment contract. Full-time employees work a 37.5 hour workweek.

Working flexible hours to meet the needs of clients and the agency are outlined in the Hours of Work Policy. Please talk to your Supervisor if you are unclear about working hour expectations and/or if a deviation from the foregoing regular work hours is necessary.

Hours of work may vary from time to time due to business requirements. Please note that the Organization will attempt to provide advance notice regarding any change in hours of work, but reserves the right to make such changes without any advance notice.

Meal Breaks

Meal breaks will be provided in accordance with the Organization's practice of a half hour unpaid lunch break for every 5 hours worked, as outlined in the Hours of Work Policy.

The Organization will provide no less than what is required in accordance with applicable provincial minimum employment standards legislation.

Overtime

Our intent is to work toward a level of efficiency in which staffing can meet client and organizational requirements within the regular workweek. The Organization will comply with the overtime requirements (over 44 hours in any week is reimbursed in lieu time and a half) in accordance with the applicable provincial minimum employment standards legislation. It is necessary to obtain advance approval from your Supervisor before working over 44 hours in any week. Given the Organization's ongoing efforts to carefully monitor costs of operation, the employee obligation is to obtain PRIOR written authorization from their Supervisor BEFORE working overtime hours is fundamental. In the unlikely event unanticipated and urgent overtime is worked without the employee having obtained prior approval, such approval may subsequently be provided upon a consideration of the circumstances by the CEO. The employee must notify their Supervisor immediately after working such overtime hours.

Lieu Time/Banked Hours (previously referred to as Compensatory Time)

Our intent is to work toward a level of efficiency in which staff can meet work requirements within their regular workweek. Based on individual employee contracts, hours worked over the contracted workweek (and under 44 hours per week) can be accrued as Banked Hours. The appropriate accumulation and use of Banked Hours are outlined in the Hours of Work Policy.

An employee must manage their Banked Hours to ensure the total accumulation does not exceed 22.5 hours at any given time.

Employees must report all accumulation and use of Banked Hours on their monthly Attendance Record submission to their Supervisor. Banked Hours cannot be accumulated in a week where the employee has not actually worked more than their contracted workweek, for example, workweeks where Sick Time, Vacation Time, or Leave of Absence Time have been taken. In these situations the use of Sick, Vacation, or Leave of Absence hours is reduced to have the workweek total the hours outlined in the employee's contract.

An employee must receive prior approval from their Supervisor for any use of Banked Overtime Hours.

Housekeeping

Each employee's contribution to help maintain their personal work area and the general office areas (kitchen, supplies room, etc.) will ensure an attractive work environment.

Each employee's workstation area should be kept tidy and clear of any materials not required to perform their job. Proper supplies and equipment that are necessary to perform your duties should be neat and orderly. Only paperwork currently being worked on should be on a desk; all other paperwork should be placed in its proper area. With the

sharing of workstations, ensuring tidiness and cleanliness is an important consideration and responsibility for employees.

Employees are collectively responsible for maintaining the cleanliness of common office areas.

No Smoking

In keeping with the Organization's intent to provide a safe and healthy work environment, smoking is prohibited throughout the workplace.

To accomplish this, smoking is allowed only outside the building in accordance with applicable by-laws and must not interfere with fulfilling any job responsibilities.

This policy applies to all tobacco products as well as e-cigarettes and cannabis.

Open Door

We believe in open and honest communication. Whether you have a problem, a complaint, a suggestion, or an observation, the Organization wants to hear from you. Your Supervisor should be your first point of contact for any issues that may arise. Additionally, your CEO is available to all employees.

If, for any reason, an employee feels their issue is not dealt with satisfactorily by their Supervisor, they should speak to the CEO. If the employee feels uncomfortable speaking to their CEO, employees can contact the Chair of the Board of Directors.

Our door is always open. We believe that discussing issues directly with one another will enable us to maintain the spirit of cooperation that has contributed to our continued success.

Payroll

Employees will be paid in accordance with the Organization's practice of bi-weekly by direct deposit. For the purposes of payroll, Contact Brant requires your date of birth, Social Insurance Number, and banking information (bank branch number, account number and transit number).

Pay stubs will note the pay period for which the wages are being paid, hours worked, gross amount of wages, deductions (including applicable deductions for the employee's share of pension plan and group benefit plan costs), and deposit amount.

Statutory deductions for federal and provincial taxes, Canada Pension Plan, and Employment Insurance, all required by law, are deducted from employee earnings. These deductions may change, from time to time, as they are impacted by changes in the amount earned and by legislation.

Garnishments are pay deductions which may be taken by the Organization pursuant to a court order, usually to help pay off a debt or obligation to others.

If you have questions concerning why deductions were made from your pay cheque or how they were calculated, please contact the Executive Assistant or your Supervisor.

Performance Reviews

Everyone likes to know how their contribution is regarded and to understand what performance expectations the Organization has of them. The Probationary Performance Review and Annual Performance Review are intended to provide this feedback.

Performance feedback is something that you should receive on a regular basis, but formal reviews are a good opportunity for you to get comprehensive feedback on your achievements and areas requiring further development or attention.

If you have any concerns regarding your performance, you should approach your Supervisor directly.

Privacy Policy

The Organization is dedicated to maintaining the highest standards of confidentiality with respect to all employees' personal as well as client information provided to us. Notwithstanding current privacy legislation has no application to employment information, we are nevertheless committed to ensuring that our handling of personal information is in substantial compliance with such legislation.

What Is Personal Information? Canadian privacy legislation defines "Personal Information" broadly as information about an identifiable individual or as information that allows an individual to be identified. Personal Information includes information such as address, gender, age, ID numbers, income, ethnic origin, credit records, medical records or biometric information (i.e. fingerprints, retina scans, etc.).

Generally speaking, Personal Information does not include what is considered business contact information: your name, title or position, business address, business telephone or facsimile number, or business email address.

Objectives of the Privacy Policy: The Organization is responsible for Personal Information it holds or has under its control, including Personal Information it passes on to others with your permission.

The CEO is our designated Privacy Officer to ensure compliance with this policy and will receive and respond to your inquiries and complaints regarding the protection and privacy of your Personal Information, and deal with requests for access to your information.

Purposes for the Collection of Personal Information: The purpose for which Personal Information is collected by the Organization is to manage all aspects of the employment relationship in accordance with statutory obligations, in part, specified below:

- To enrol the employee on the payroll system;

- To comply with requirements imposed by law; and
- To comply with statutory obligations including tax withholdings and remittances for Canada Pension Plan and Employment Insurance.

Any change of purpose to any of the above will be communicated to you. Where appropriate, Personal Information will be obtained directly from you. In the event Personal Information is obtained from any other source, you will be notified or your authorization will be obtained.

Consent to Collection, Use and Disclosure of Personal Information:

By submitting personal information to the Organization and Agents, you agree that we may collect, use and disclose such personal information in accordance with this privacy policy, business interests and as permitted or required by law.

Subject to legal and contractual requirements, you may refuse or withdraw your consent to certain of the identified purposes at any time by contacting the CEO. If you refuse to consent or withdraw your consent, we may not be able to provide you or continue to provide you with certain employment benefits.

There are circumstances where collection, use or disclosure may be justified or permitted, or where we are obliged to disclose Personal Information without your consent. These circumstances could include, but are not limited to:

- Where the information is publicly available;
- Where we are required to do so by law or by order of a court or tribunal;
- Where we believe, upon reasonable grounds, that there is an imminent risk to an identifiable person or group of death or serious bodily harm; and
- Where it is alleged that an employee, officer, agent or director of the Organization is guilty of a criminal offence or is civilly liable in a legal action or guilty of certain misconduct.

In such circumstances, we will not collect, use or disclose more Personal Information than is required. Attached as Appendix “B” is the form of consent you are requested to execute.

Third Parties: Third parties that receive Personal Information will be required to confirm their commitment to the privacy policies set out herein.

Storage, Security and Protection of Personal Information: The Organization endeavours to maintain appropriate physical, procedural and technical security over our offices and information storage facilities so as to prevent any unauthorized access, disclosure, copying, use or modification of Personal Information. Your Personal Information may be stored in secured physical locations and on computer network servers controlled by the Organization, located either at our offices or at the offices of our providers. To help protect the confidentiality of your Personal Information, the Organization employs physical, administrative and technological safeguards appropriate to the sensitivity of your Personal Information. For instance, we use secure computer data networks protected by industry standard firewalls and password protection systems. In addition, where Personal Information is sent to a third party for processing, we make sure, through our arrangements with them, that all Personal Information is kept secure.

Retention of Personal Information: We will keep Personal Information only as long as it is necessary. When the Personal Information is no longer required, it will be destroyed to prevent unauthorized parties from gaining access to the information.

Access and Accuracy: Upon receiving a written request, and subject to any applicable exemptions, the Organization will inform you of the current version of your Personal Information and will give you access to that information and the opportunity to correct any errors in it. Access requests should be sent to our CEO.

Changes to the Privacy Policy: The Organization reserves the right to modify or supplement this Privacy Policy at any time. If we make a change to this Privacy Policy, we will post such changes and, if requested, provide a physical copy to you.

Probationary Period

As employees begin their new job, the Organization will do everything it can to get the employee off to a good start and to acquaint each employee with the advantages and the opportunities that they will enjoy as an employee of the Organization.

This 3-month probationary period allows employees the opportunity to ask questions about their job and about the Organization's business, services and policies. During this period, both employees and the Organization will have an opportunity to get to know one another. It gives new employees the opportunity to evaluate their new position and gives the Organization the opportunity to evaluate whether new employees are best suited to their work assignments.

Professional Development

The Organization is committed to encouraging its employees to further their knowledge and skills in areas related to their work, and as such will support employee costs for approved professional development opportunities. Employees are encouraged to speak with their Supervisor for further details.

An employee is responsible for their own professional growth and should take the primary responsibility for managing their careers by:

- (i) Reviewing their current skill sets, training and development needs for maintaining current knowledge and meeting the needs for their career, determining logical and appropriate avenues for training and development, and applying/requesting training and development as needed; and
- (ii) Suggest possible training and development opportunities as appropriate.

All professional development must be pre-approved by your Supervisor. Refer to the Professional Development Policy.

Progressive Discipline

We strive to treat all employees fairly, justly, and equally. Sometimes mistakes and problems occur, and when they do, we will act immediately to resolve them. In discussing these matters with employees, the following points should be considered:

- The discussion should be in private;
- The employee should be informed of the problem, and will then be able to provide his or her side of the story along with reasons for his or her unsatisfactory performance or conduct; and
- The employee should then be informed of the appropriate discipline, if any, that will be instituted.

The Organization is not required to follow this policy for employees within their probationary period.

Progressive Discipline Process:

- | | |
|--------|---|
| Step 1 | Informal Counselling (Verbal Warning) |
| Step 2 | Written Warning |
| Step 3 | Final Warning/Suspension (generally one to five days and without pay) |
| Step 4 | Termination/Dismissal |

Please note that where appropriate, any step in the foregoing progressive disciplinary process may be repeated prior to moving to a more severe penalty. Alternatively, any step may be skipped in favour of a more severe penalty.

Refer to the Progressive Discipline Policy. The procedure is as follows:

Verbal Warning: This warning will be issued on the first unsatisfactory performance and/or misconduct. A disciplinary memorandum will be completed and added to the employee's personnel file.

Written Warning: This warning serves to firmly call the employee's attention to continued unsatisfactory performance and/or misconduct. A disciplinary letter will be completed and added to the employee's personnel file. The letter will include the cause for warning, the employee's explanation, and the recommended corrective action.

Final Warning/Suspension (without pay): The final warning serves to put the employee on notice that his or her unsatisfactory performance and/or misconduct is not acceptable and that failure to immediately correct the problem may be cause for more serious disciplinary action, including termination of employment for cause. A disciplinary letter explaining the serious nature of the incident, the duration of the unpaid suspension and the corrective action necessary for improvement accompanies the final warning. A copy of the final warning letter will be added to the employee's personnel file.

Termination/Dismissal: Reflects the employee's continued failure to correct unsatisfactory performance and/or misconduct despite prior corrective actions or reflects a serious

infraction of the standards of employee conduct that warrants termination of employment for cause.

Resignation

Should you decide to leave your employment with us, we ask that, subject to any provision in your employment agreement or applicable provincial minimum employment standards legislation, you provide your Supervisor with at least two (2) weeks' advance notice. Your thoughtfulness in providing as much advanced notice as possible will be appreciated and will be noted favorably should you ever wish to reapply for employment with the Organization.

Respect in the Workplace

The Organization recognizes the dignity and worth of every employee, and to that end believes in providing and maintaining a work environment in which all employees are free from workplace violence, harassment, and discrimination. Refer to the Workplace Harassment and Violence Policy. This policy applies to all employees and covers all forms of violence, harassment and all forms of discrimination prohibited under human rights legislation.

Definitions

"Workplace" means any place where business or work-related activities are conducted. It includes, but is not limited to, the physical work premises, work-related social functions (social events, golf games, etc.), work assignments outside the Organization's office, work-related travel, and work-related conferences or training sessions.

"Violence" means:

- a) The exercise of physical force by a person against a worker, in the workplace, that causes or could cause physical injury to the worker;
- b) An attempt to exercise physical force against a worker, in the workplace, that could cause physical injury to the worker;
- c) A statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in the workplace, that could cause physical injury to the worker.

Please note that this definition of violence also includes acts or threats of domestic violence against an employee that may create a risk of danger to the employee or others in the workplace.

"Discrimination" means the differential treatment of an individual on the basis of race/colour, religion/creed, age, sex/gender, sexual orientation, marital/family/civil status, disability, or any other factor that is legislatively protected within the province where the employee works ("Prohibited Grounds").

“Harassment” means engaging in a course of vexatious or inappropriate comments or conduct that is known, or ought reasonably be known, to be unwelcome. It may include unwelcome, unwanted, offensive, humiliating, or objectionable conduct that may have the effect of creating an intimidating, hostile or offensive work environment; interfering with an individual’s work performance; adversely affecting an individual’s employment relationship; and/or denying an individual’s dignity and respect. Harassment may result from one incident or a series of incidents. It may be directed at specific individuals or groups.

Examples of harassment and discriminatory conduct include, but are not limited to:

- a) Humiliating an employee in front of co-workers, including initiation practices and hazing;
- b) Verbal aggression or yelling directed at an employee;
- c) Spreading malicious rumours about an employee to co-workers;
- d) Subjecting an individual to unwelcome remarks or jokes;
- e) Consistent subjection of an individual to practical jokes or ridicule;
- f) The making of any work-related decision (including matters of hiring, promoting, compensating, work assignments, evaluations, training or job security) not on the basis of merit, but on the basis of any of the Prohibited Grounds;
- g) Comments which are intended, or that ought reasonably be known, to promote stereotyping on any of the Prohibited Grounds;
- h) Jokes or comments which draw attention, for example, to a person’s disability, age, ethnic, racial, or religious background or affiliation or which draw attention to a person’s gender or sexual orientation with the effect of undermining such person’s role in a professional or business environment or that by their nature are known or ought reasonably be known to be embarrassing or offensive; and
- i) Derogatory remarks, verbal abuse or threats directed towards members of one gender or regarding one’s sexual orientation or with respect to a person’s or group’s ethnic, racial or religious background or affiliation.

Harassment includes *“Sexual Harassment”* which means:

- a) Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or
- b) Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Types of unwelcome conduct of a sexual nature, which may constitute Sexual Harassment include but are not limited to:

- a) Propositions of physical intimacy;

- b) Bragging about sexual prowess;
- c) Leering or inappropriate staring;
- d) Sexually degrading words or displays of suggestive pictures;
- e) Inquiries or comments about a person's sex life or sexual behaviour; and
- f) Sexual jokes or stories causing embarrassment or offence, that are told or carried out after the person telling the story or joke has been advised that they are embarrassing or offensive or that by their very nature are known or ought reasonably be known to be embarrassing or offensive.

Contact Brant will not tolerate any form of harassment including discrimination, or any form of violent behaviour in the workplace; this includes employees, volunteers, managers, clients, and any other public visitors. Contact Brant is committed to providing a psychologically healthy workplace environment where people go to work feeling safe, supported acknowledged and valued; where feedback is given with care and where people are treated with integrity, respect and dignity.

All employees in the workplace have a right to work in an environment free from violence, harassment, and discrimination. In order to accomplish the Organization's goal of promoting a violence, bully, harassment, and discrimination free environment, the Organization hereby establishes the following guidelines:

- a) The Organization will not tolerate violent, harassing, or discriminatory behaviour from employees, non-employees (i.e. contractors, consultants, co-op students, agency employees, interns and volunteers), clients, visitors, guests, or any others that attend at the workplace; and
- b) Every employee, non-employee (i.e. contractors, consultants, co-op students, agency employees, interns and volunteers), client, or visitor conducting affairs at the Organization's workplace shall be made aware of this policy, and the Organization shall make every attempt to communicate its commitment to a violence, harassment, and discrimination free workplace.

Retaliation or reprisals are prohibited against any individual who has complained under this policy, or has provided information regarding a complaint. Any retaliation or reprisals are subject to immediate corrective action, up to and including termination for cause. Alleged retaliation or reprisals are subject to the same complaint procedures and penalties as complaints of violence, harassment, and discrimination.

The Organization recognizes that individuals may find it difficult to come forward with a complaint under this policy because of concerns of confidentiality. Therefore, all complaints concerning workplace violence, harassment, or discrimination, as well as the names of parties involved, shall be treated as confidential to the furthest extent possible in law. The Organization's obligation to conduct an investigation into the alleged complaint may require limited disclosure. As it pertains to violence, where the Organization believes there to be imminent danger to an employee, it may divulge such confidential information as is reasonably necessary. No record of the complaint will be

maintained on the personnel file of the complainant. At the conclusion of each complaint process, all related documentation will be maintained for safe-keeping in a confidential manner by the CEO in the related “Respect in The Workplace” file.

Responsibilities

Each and every employee is responsible for creating and maintaining a violence, harassment, and discrimination free workplace. All employees are requested to report when they become aware of alleged actions or complaints of violence, harassment, and discrimination. This includes a responsibility for employees to report any alleged actions or complaints of domestic violence that occur outside the workplace and that may create a risk of danger to themselves or others in the workplace. Management is responsible for providing a workplace that is free from violence, harassment, and discrimination. This responsibility includes actively promoting a positive work environment and intervening when problems occur.

Complaint Procedure

Step 1 – Self-help

Employees are encouraged to attempt to resolve their concerns by direct communication with the person(s) engaging in the unwelcome conduct. Where employees feel comfortable in doing so, communicate disapproval in clear terms to the person(s) whose conduct or comments are offensive. Keep a written record of the date, time, details of the conduct, and witnesses, if any.

Step 2 – Management Support and Intervention

Employees who are not comfortable with step one (1) and who believe they are victims of violence, harassment, or discrimination, or become aware of situations where such conduct may be occurring, are encouraged to seek advice from and report these matters to their Supervisor or CEO.

Step 3 – Formal Complaint

If informal attempts at resolving the issue are not appropriate, or proving to be ineffective, a formal complaint may be filed. To file a formal complaint:

- i. Provide a letter of complaint that contains a brief account of the offensive incident (i.e. when it occurred, the persons involved, names of witnesses, if any). The letter shall also include the remedy sought and be signed and dated by the person complaining;
- ii. File the complaint with your CEO or the Chair of the Board of Directors; and
- iii. Cooperate with those responsible for investigating the complaint.

Formal complaints shall be investigated. The investigation process shall involve interviews of the complainant, the respondent, and any witnesses named by either. Depending on the circumstances, the Organization reserves the right in its sole and exclusive discretion to suspend the respondent with or without pay during the course of the investigation. Generally, within fifteen (15) business days of the incident or notice thereof, the individual responsible for the investigation shall investigate the incident and

may prepare a written report of the investigation findings. The complainant and the respondent (if he or she is an employee of the Organization) shall be informed in writing of the results of a harassment investigation and of corrective action that has been taken or will be taken as a result of the investigation in accordance with applicable statutory requirements.

Disciplinary action for violations of this policy will take into consideration the nature and impact of the violations, and may include a written reprimand, a suspension (paid or unpaid), or termination of employment for cause as determined by the Organization. Similarly, deliberate false accusations are of equally serious nature and will also result in disciplinary action up to and including termination of employment for cause. Note, however, that an unproven allegation does not mean that the conduct did not occur or that there was a deliberate false allegation. It may simply mean that there was an insufficient evidentiary basis to proceed.

For greater clarity, if the alleged respondent is the CEO, you should file your formal complaint with the Chair of the Contact Brant Board of Directors. Further, any respondent(s), regardless of their position within the Organization, will be excluded from administering and managing the investigation and resolution process (save and except for their involvement as a respondent).

Complaints Against Third Parties

The Organization recognizes that an employee may be subject to violence, harassment, or discrimination by clients or by others who conduct business with the Organization. An employee who believes that he or she has been subjected to such conduct by a person who does not work for the Organization may seek the advice of your Supervisor who will take whatever action is appropriate in the circumstances.

Teleworking

Teleworking is the concept of working from home or another location on an ad hoc, full-time, or part-time basis. Teleworking is not a formal, universal employee benefit and is not permanent. Rather, it is an alternative method of meeting the needs of the Organization. Refer to the Telework Policy.

Eligible employees will be selected based on the following:

- Suitability of their position for teleworking;
- An evaluation of the likelihood of their being successful teleworkers; and
- An evaluation of the Supervisor's ability to manage remote workers.

The decision to allow for teleworking is in the sole discretion of the Organization. If teleworking is allowed for a position, it will last only as long as it is appropriate for Organization. Further, teleworking can be discontinued at any time, for any reason, without notice, and should the Organization elect to revoke the privilege, it will not be deemed to be a fundamental change to the employment relationship.

Professionalism in terms of job responsibilities and work output for teleworking employees will continue to follow the standards set by the Organization. Refer to the Telework Policy.

Telephone Usage

All employees who utilize personal cellphones are asked to refrain from using these devices during working hours and to set these devices to silent or vibrate mode when in a meeting. Responses to emails or calls on these personal devices should never be done during meetings, and employees are asked to be cognizant of any distractions or disturbances these items may create for co-workers.

Driving Guidelines

All employees who use cellphones are advised that the Organization strictly prohibits employees from using hand-held cellphones while driving and does not require employees to make or receive calls when driving for safety reasons. Refer to the Staff Safety Policy, and the Cellular Telephones/Portable Electronic Devices Policy.

Unless an employee has access to hands-free cellphone capabilities when driving, hand held cellphones should be switched off or, if switched on, the call should be left to go through to voicemail until a safe place to stop has been found to check messages and return calls. Drivers should pull over to a safe location before making or receiving calls, text messaging or accessing the Internet. Please note that we do not recommend that you pull over on the side of a highway; recommended pull over locations include a parking lot or service area. Employees should never take notes while talking and driving and if an in-depth conversation requires full attention, employees should return the call when they are not driving.

Please be aware that you could face prosecution for failing to have proper control of your vehicle or for careless or reckless driving if use of a cellphone affects your driving. You may also be subject to discipline, including termination of employment for cause for violation of this policy.

It is a provincial offence to drive while using or holding a hand held smartphone in all Canadian provinces and territories.

Personal Telephone Calls and Texts

You are encouraged to conduct personal business during your lunch break or before and after work. Particular attention should be given to ensure that personal calls on Organization phone lines are kept to a minimum.

Personal use of Organization provided cellphones is to be kept to a minimum during working hours.

Temporary Layoffs

From time to time there may be the need for the Organization to temporarily layoff one or more of its employees. The Organization retains the sole discretion to determine which employees will be subject to the temporary layoff.

The Organization will give employees as much notice of a layoff as statutorily required and as business conditions allow. This expression of intent, however, does not create an obligation on the part of the Organization to provide any prior notification of a layoff.

The Organization will comply with the applicable provincial minimum employment standards legislation with respect to temporary layoffs.

Time Away from Work

Absenteeism and Tardiness

Good attendance and punctuality are expected from all employees and are important factors for your continued success at the Organization. Absenteeism and tardiness place a burden on other employees, on our clients, and on the Organization generally.

From time to time, however, it may be necessary for you to be late or to be absent from work. We are aware that emergencies, illnesses, or pressing personal business that cannot be scheduled outside your work hours may arise. If you know in advance that you will need to be absent, you are required to request this time off directly from your Supervisor.

In the instances when you cannot avoid being late for work or are unable to work as scheduled, you should notify your Supervisor or alternate as soon as possible in advance of the anticipated late arrival or absence. When you call/email/text to inform the Organization of an unexpected absence or late arrival, you must contact your Supervisor or alternate directly. Do not inform another employee and have them relay the message to your Supervisor.

If you are unable to call in yourself because of an illness, emergency or for some other reason, be sure to have someone call on your behalf and advise that person to contact your Supervisor. Where appropriate, you should call in each day that you are absent.

The Organization reserves the right to request a doctor's note satisfactory to the Organization. In addition, the Organization reserves the right to require the employee attend a third party medical examination to be arranged by the Organization.

Please note that attendance and absenteeism records will be considered as part of an employee's performance review. An excessive number of days absent without reasonable justification may lead to disciplinary action. Employees displaying an inability to adhere to this policy will be subject to disciplinary actions, up to and including termination of employment for cause.

Leave of Absences

Sick Leave

The Organization recognizes that on occasion, employees may experience illness or injury that prevents them from attending at work for a significant period of time. While it is our hope that employees fully recover and return to work as soon as possible, our Sick

Leave Policy address the circumstances where this is not possible and outlines our mutual responsibilities.

Firstly, when an employee becomes aware that the employee will be absent from work due to illness or injury for a period of time, the employee is required to contact their Supervisor regarding the absence as soon as possible. Please note that employees are not required to divulge a diagnosis.

The Organization may require the employee to supply written medical evidence of an inability to attend at work if the absence is forecasted for longer than three (3) days (or sooner in the Organization's sole discretion). It is important to note that any absences that are not supported by clear medical documentation will be considered to be unapproved, and subject to disciplinary action up to and including termination of employment for cause.

In addition, and during the currency of the medical leave, an employee will be required to provide medical documentation to the Organization on an ongoing basis as requested. Requests for medical documentation will be sent to the employee by the Organization, and will usually include the requirement to have a treating physician or other medical specialist fill out certain forms. In all instances, it is the responsibility of the employee to ensure that these forms are filled out in a fulsome manner, and within the time-frames that are laid out by the Organization. The purpose of the medical documentation is to (i) ensure the employee's medical leave is fully protected; (ii) obtain an anticipated return to work date; and/or (iii) ensure that the Organization is able to evaluate the appropriate accommodation to ensure the employee's safe return to work.

Regular communication during extended medical leaves is essential to ensure that we work collaboratively in the return to work process. If required, the Organization will seek to modify the workplace and/or work schedule to accommodate employees who are disabled. If an employee is unable to perform the essential duties of their pre-injury/illness job, the Organization will work with the employee to find ways to modify the job to suit their abilities. While the Organization is not required to create jobs, if the employee is unable to perform the pre-injury/illness work with modifications, the Organization will seek to be as creative as possible to accommodate the employee, and will only cease to accommodate if it would be an undue hardship for the Organization, or if the disability were to create a permanent inability for the employee to perform most of the essential duties of their job.

In all cases the Organization will continue to accommodate the employee in accordance with human rights legislation.

While the Organization is confident that our employees will comply with all of the requirements outlined above, employees should be aware that failure to comply with these requirements can result in disciplinary action up to and including termination of employment on a with cause basis.

Legislated Protected Leaves

Contact Brant recognizes that qualified employees have the right to take job protected leave without any negative consequences to their employment. As such, the Organization is committed to adhering to the guidelines established by the Ontario *Employment Standards Act* (ESA) with respect to any job-protected leaves. Refer to the Leave of Absence Policy.

The purpose of the various leaves, the eligibility requirements, the length of the leave and the evidence required to substantiate the leave will depend on the type of leave taken. Employees are encouraged to speak with their Supervisor regarding their entitlement. Protected Leaves include:

- Pregnancy Leave
- Parental Leave
- Sick Leave
- Bereavement Leave
- Family Responsibility Leave
- Family Caregiver Leave
- Family Medical Leave
- Critical Illness Leave
- Child Death Leave
- Crime-related Child Disappearance Leave
- Infectious Disease Emergency Leave
- Domestic or Sexual Violence Leave
- Organ Donor Leave
- Reservist Leave
- Jury Duty Leave
- Voting Leave

Jury Duty/Witness Duty

Jury Duty: The Organization encourages employees to fulfill their civic responsibilities by serving jury duty when required. Employees must show the jury duty summons to their Supervisor so that they may make arrangements to accommodate the absence. Refer to the Leave of Absence Policy.

Employees are expected to report to work whenever the court schedule permits.

Either the Organization or the employee may request an excuse from jury duty if, in the Organization's judgment, the employee's absence would create serious operational difficulties.

The ESA indicates that time off for jury duty is unpaid; however the Organization will cover some paid jury duty time – Refer to the Protected Leaves Policy. The Organization will continue to provide benefits for the employee during jury duty absence. Vacation time will continue to accrue during jury duty.

Witness Duty: Employees are also entitled to unpaid leave if they are subpoenaed for witness duty. If an employee has been subpoenaed or otherwise requested to testify as a witness on behalf of the Organization, the employee will be paid for the entire period of witness duty.

Employees are expected to report for work whenever the court schedule permits.

Pregnancy Leave/Parental Leave

The waiting period to be eligible for pregnancy and parental leave, as well as the length of the leave, will be in accordance with Ontario's minimum employment standards legislation. Please refer to the chart below that outlines the amount of time employees are entitled to in Ontario. This chart also outlines the amount of notice employees are required to give the Organization prior to commencing the leave.

Leave	Length	Qualifying Period for Eligibility	Required Notice Prior to Leave
Unpaid Pregnancy Leave	Up to seventeen (17) weeks	Must have been employed by Contact Brant for thirteen (13) weeks prior to the due date of your child.	Two (2) weeks written notice is required, as well as a medical certificate, if requested.
Unpaid Parental Leave for those who have taken pregnancy leave	Up to sixty-one (61) weeks from birth for those who have taken pregnancy leave Note: This totals eligibility of up to 78 weeks maternity leave.	Ordinarily, the latest a leave can begin is on the baby's due date. However, if the baby is born earlier than the due date, the latest the leave can begin is the day the baby is born.	Two (2) weeks written notice is required.
All other Unpaid Parental Leaves	Up to sixty-three (63) for all other parental leaves (including adoptive parents, the non-birthing parent).	Must have been employed by Contact Brant for thirteen (13) weeks prior to commencing the leave.	Two (2) weeks written notice is required.

Please note that this would not prevent the employer from granting a maternity leave. Employees are not required to take the full pregnancy or parental leave available to them. Employees have the option to return to work earlier. If an employee chooses to return early, they must notify their Supervisor in accordance with the notice requirements under Ontario's minimum employment standards legislation.

Voting

The Organization encourages its employees to participate in the election of government leaders.

It is an employer's responsibility to ensure eligible voters who are 18 years of age or older and registered to vote have 3 consecutive hours off work on election day before the polls close. IF an employee's work schedule does not facilitate this requirement, the Organization must grant them paid time off work to vote. However, Contact Brant's office hours are such that there should be sufficient time following work to vote.

If an employee is planning a flexible workday on an election day, they must ensure they are done work 3 hours before the polls close.

Employees must receive prior approval from their Supervisor if they are requesting time off during the workday to vote because their workday schedule cannot ensure these 3

consecutive hours off before polls close. The Supervisor may decide which three consecutive hours to grant, if required to do so.

Vacation and Holidays

Refer to the Vacation and Holiday Policy.

Paid Holidays

Employees are entitled to the following 9 paid public holidays according to legislative requirements, as well the agency-provided paid Easter Monday and Civic Holiday:

- New Year's Day
- Family Day
- Good Friday
- Victoria Day
- Canada Day
- Labour Day
- Thanksgiving
- Christmas Day
- Boxing Day

Religious Holidays: Employees who wish to observe religious holidays other than those identified herein, may use available vacation or Banked hours or take this time off as an unpaid leave.

Note the Easter Monday and Civic Holiday is not a statutory holiday in Ontario. It is provided on a gratuitous basis in the Organization's sole discretion and is subject to change at any time.

To qualify for pay on the above days, an employee must meet the eligibility requirements of the applicable employment standards legislation.

If a holiday falls within an employee's vacation period, the employee shall count that day as a Holiday.

In all cases the Organization will comply with the applicable provincial minimum employment standards legislation.

Paid Vacation

The Organization has designed a vacation plan to provide its employees with the opportunity for adequate rest and relaxation. Eligibility for vacation is based on length of employment, and is earned in accordance with the schedule outlined in our Vacation and Holiday Policy.

Vacation will be taken in the fiscal year that they are earned and will not be accrued. The Organization's fiscal year is April 1 to March 31.

Vacation eligibility, based on days projected to be worked in the fiscal year, is identified at the time of hire and subsequently at the start of each fiscal year. If an employee ceases to be employed by the organization and has taken more than their eligible vacation credits

per months worked, the employee will have their pay for additional vacation time used deducted from their final pay; if the employee has unused vacation, the Organization will pay out the balance of eligible vacation hours if the employee is not able to use this time before leaving.

In preparing vacation schedules, the Organization will strive to approve all requests for vacation time equitably and provided that the Organization is able to maintain a qualified work force sufficient to meet client commitments. All vacation schedules must be pre-approved by the employee's Supervisor.

Employees should plan together with their co-workers to coordinate times they would like to take vacation. Requests for vacation should be submitted to the employee's Supervisor annually by December 31st for the following fiscal year. Following that date, approvals will be made on a first come-first served basis.

There is no guarantee you will be approved for all requests for dates submitted; you are urged not to book any vacation arrangements until advance approval has been received in order to avoid financial losses.

APPENDICES

Please remove the following pages, sign where indicated, and return to your Supervisor. The original documents will be stored in your personnel file. You are welcome to retain a photocopy for your own records.

Appendix A – Employee Handbook Acknowledgment

I, _____, certify that I have read the Employee Handbook and understand all the expectations outlined in the Employee Handbook. I have had a full and complete opportunity to ask questions and seek clarification.

I agree to abide by Contact Brant's policies and procedures and the expectations contained in this Employee Handbook.

Employee's Name Printed _____

Employee's Signature _____

Date Signed _____

Please note that failure or refusal to sign the Employee Handbook Acknowledgment will not release an employee from being bound by the policies and expectations contained in this Employee Handbook.

All employees, by virtue of their acceptance of employment with the Organization are bound by the Organization's policies.

Appendix B – Privacy Consent

I, _____, by my signature below specifically consent to the collection, use, or disclosure of my Personal Information in accordance with the Privacy Policy herein. Although I acknowledge I am being requested to provide written consent in this situation, I understand and agree that there will be circumstances where my express consent will be oral or my consent implied.

Dated this _____ day of _____, 20__

Employee's Name Printed _____

Employee's Signature _____

Board Agenda Schedule and Meeting Dates

The following schedule is the anticipated Board agendas for September 2022 – June 2023:

Month	Details	Reporting Method
MONTHLY • CEO report	Program updates, risks, financial, strategic plan & outcomes, communication & counsel to Board, public relations, complaints/feedback, Ministry reports & communication, legislation, Executive Limitations	Agenda; Correspondence
• Chairs' Report • Treasurer's Report • Committee Reports	• Chairs' updates • Monthly Financial Report • Nominating, & Policy Review	Agenda
SEPTEMBER AGM Public Meeting	September: Business Meeting Report; Annual Report; Strategic Plan; celebrate!	AGM Agenda
SEPTEMBER • Asset Protection & Risk Management	Insurance	CEO Report
• 1 st Quarter Report	Stats for April 1 – June 30; Client feedback	CEO Report
OCTOBER • 2 nd Quarter Report	Stats for July 1 – September 30; Client feedback	CEO Report
• Risk Management	Risk Management policies and status; Ministry Risk Assessment; Business Continuity Plan; Legal counsel	CEO Report
• Emergency executive succession	Review and approve plan	CEO Report
• Policy Review	HR Policies	CEO Report
• Strategic Plan	Review Work Plan outcomes (6 months)	Board Agenda
• Board Calendar	Projected schedule of agendas & meeting dates	Agenda
• Holiday Office Hours	Stat holidays, early closures, Bonus days	CEO Report
NOVEMBER • Annual Board Reviews	Annual review: Governance Policies, By-Laws, Mission Statements, Duties & Responsibilities, Service Principles, Health & Safety, Customer Service, Privacy & Confidentiality, Consent, Abuse, Conflict of Interest Policies	Board Agenda
• Interim Report	Due to Ministry Nov. 30 th (for Apr. 1 – Sept. 30)	Board Agenda
• Policy Review	Access and Service Coordination Policies	CEO Report
DECEMBER • Board/Staff Relations	Orientation to staff roles & agency services; staff recognition	Board Agenda
JANUARY • 3 rd Quarter Report	Stats for October 1 – December 31; Client feedback	CEO Report
• Budget preparations	CEO to identify financial pressures	CEO Report
• Ministry required annual reports	Feedback & Complaints report; Serious Occurrence Report; salary reporting	CEO Report
FEBRUARY • Budget preparations	CEO drafts budget; identify pressures	CEO Report
• Staff compensation and benefits	Recommendations re salary grid, benefits, mileage	CEO Report
• Governance	Board evaluation; Plan for recruitment of Directors and Board Executive succession plan	Board Agenda
• Strategic Plan	Review draft outcomes report of current plan to discuss draft Work Plan for next fiscal	Board Agenda

MARCH		
• Budget approval & Service Descriptions	Approve budget & Service Descriptions when required; Review/ approve contracts and automatic withdrawals for upcoming year	Board Agenda; CEO Report
• Strategic Plan	Approve new annual Work Plan (March or April)	Board Agenda
• Policy Review	Financial Policies	Board Agenda
• Final Report	Due to Ministry April 15 th (for fiscal year)	Email Approval
APRIL		
• 4th Quarter Report	Stats for January 1 – March 31; Client feedback	CEO Report
• Audit Process	Auditor presents re initiating audit process	Board Agenda
• Strategic Plan	Annual Work Plan Report on outcomes	Board Agenda
• AGM planning	Identify Directors' terms, recruitment and Board Executive positions; public AGM planning	Chair's Report; Board Agenda
• Policy Review	Information Services Policies; Review By-Laws	CEO Report
• CEO Review	Preparations for May's annual CEO performance review	Board Agenda
MAY		
• Policy Review	Administrative Policies	Board Agenda
• Draft Audit	Auditor presents draft audit	Board Agenda
• AGM planning	Confirm Directors' terms/recruitment; Board Executive positions	Board Agenda
• Policy Review	Finalize any By-Law revisions	Board Agenda
• CEO Review	Annual performance review	Board Only Agenda
JUNE		
• Annual Reconciliation	Approve ARR (or by email)	Board Agenda
• AGM Public Meeting	Finalize public meeting plans for September	Board Agenda
• Decision making over summer	Confirm email decision making over July/August	Board Agenda
• AGM Business Meeting	Elect Directors & Executive positions; approve Audited Statement, By-Laws, and Auditor; ratify Board actions; strike Committees (Audit, Policy Review, Nomination)	AGM Agenda

Information



Board of Directors Meeting Dates 2022 - 2023

The Board meets the **4th Tuesday of each month at 5:30**, with the exception of July & August:

September 27, 2022 Note: Also our AGM public meeting, starting at 4:30

October 25, 2022

November 22, 2022 Note: This is not the last Tuesday of the month

December 20, 2022 Note: 3rd Tuesday of the month; Board/Staff dinner

January 24, 2023

February 28, 2023

March 28, 2023

April 25, 2023

May 23, 2023 Note: This is not the last Tuesday of the month

June 27, 2023 Note: Also our AGM business meeting

Recommendation:

Approve the change in meeting date for December 20, 2022.

Decision

Strategic Priorities 2022 – 2023 Work Plan: Update October 2022

PRIORITY	GOALS	PERFORMANCE INDICATORS	TIMELINE and UPDATE
1. Examine efficiencies, processes and services to address the growing demand for service.	a) Clear access pathways and decreased need for families to unnecessarily repeat their story	<ul style="list-style-type: none"> • Clear CYMH sector coordinated access across Core Service providers with an established MOU with Woodview and St. Leonard's for Child and Youth Mental Health • Established MOU with Lansdowne regarding their new SmartStart Hub role and our Access role for sharing common intake information 	<ul style="list-style-type: none"> • Although we had hoped to have a clear process for coordinated access across Core Service providers led by Woodview by December 2021, Woodview has still not hosted discussion on this. Woodview release a Woodview Pathway to Child and Youth Services about internal intake in August 2022 that we are still trying to get clarification on. • Target date for Lansdowne's MOU is December 2022
	b) Work with our community partner agencies to improve coordinated services for each client.	<ul style="list-style-type: none"> • # CSP COP, CSP Steering Committee, CSP Providers meetings, and broad stakeholder networking meetings about service coordination (e.g. SLT) • Review current community protocols with stakeholders annually, and establish new as appropriate, that focus on coordinated services 	<ul style="list-style-type: none"> • Data to be identified at the end of March 2023 • Drafted a new community protocol with community partners in October 2022, the Child Welfare and Complex Needs Ad Hoc Consultation Process
	c) Recognize and support employees for the work they do	<ul style="list-style-type: none"> • # Board and Staff opportunities to work together • # staff appreciation events • Staff and Board review policies and practices 	<ul style="list-style-type: none"> • Board and Staff attended the agency's AGM on September 27, 2022 • A staff appreciation event was held on June 13, 2022; another is planned in December • Staff review policies monthly at staff meetings; the Board has a regular schedule to ensure annual review of policies
2. Identify various ways to best engage clients, partners and the community.	a) Enhanced family and youth engagement processes established	<ul style="list-style-type: none"> • Quarterly review of QSS feedback on performance re "Overall satisfied with help" • Quarterly review and planning by Board and Staff of all feedback received • # FASD newsletters 	<ul style="list-style-type: none"> • The Q2 data showed a 93% overall satisfaction with the help received. • The Board and staff review the QSS and Customer Thermometer feedback quarterly. • The FASD Coordinators have published a virtual newsletter monthly.

	b) Enhanced community partner engagement processes established	<ul style="list-style-type: none"> • # in-service sessions with partners about Contact Brant • # social media followers 	<ul style="list-style-type: none"> • In-service data to be provided at the end of March 2023 • Social Media followers continue to increase by 1% to 3%. We now have a LinkedIn account for the agency. • Contact Brant website views are not comparable to last fiscal year due to no stats being available for Q1 following website revisions.
	c) Implement the Ontario Autism Program (OAP) Urgent Response Service (URS)	<ul style="list-style-type: none"> • # meetings with regional and provincial partners • # URS Provider contracts 	<ul style="list-style-type: none"> • Data available at year end. • 23 contracted URS Providers to date • Full implementation by June 2022; larger referral rates compared to West Region and province
3. Improve inclusivity within the organization, including enhancing cultural safety and a continuous commitment to learning.	a) Continue to develop effective strategies to meet the needs of the ever-diversifying population.	<ul style="list-style-type: none"> • Diversity Equity & Inclusion Committee meets regularly • # meetings with FL School Boards to better understand how we can support clients to identify cultural preferences in services • Board and staff to review policies and service practices to ensure they support diversity, equity and inclusion 	<ul style="list-style-type: none"> • DEI Committee brings regular discussion to staff meetings; DEI Committee drafting a DEI Policy; DEI Committee is working on redrafting the Intake Tool • FL School Board presentation planned in October 2022 • Communication Strategy Committee made recommendations for job postings to recruit new employees reflecting greater diversity; 2 new employees are multi-lingual
	b) Staff to continue commitment to learning re cultural competency	<ul style="list-style-type: none"> • # training sessions received on (i) Indigenous culture, (ii) culture of safety re 2SLGBTQ, (iii) culture of safety re marginalized populations 	<ul style="list-style-type: none"> • Data will be reported at the end of March
4. Heighten awareness of Contact Brant's services with a variety of audiences.	a) Develop a Communication Strategy	<ul style="list-style-type: none"> • Create a Communication Strategy Committee • Develop a plan for promotion of the agency and services • # Promotion events attended • Complete Community Partner Survey bi-annually and distribute survey to broader stakeholders. 	<ul style="list-style-type: none"> • Contact Brant Communications Strategy Committee meets regularly with Board and Staff representation; website revisions mainly completed by summer 2022; working on social media postings • Plan for targeted outreach and # promotion events data to be reported at the end of March 2022 • Community Partner Survey to be distributed January 2023

	<p>b) Increase the number of the general public who know to call Contact Brant.</p>	<ul style="list-style-type: none"> • Increased # of unique clients served • QSS Survey responses show increases re “Easy to find out about Contact Brant” and • Increased # visits to Contact Brant’s website • Increased # views to Contact Brant’s records in Community Information • Increased # of Unique Viewers in Community Information 	<ul style="list-style-type: none"> • As of Q2, we have served 99% of the unique children and youth that we did for the previous full fiscal year. This may be a bit misleading as we are not closing mental health clients as Woodview no longer updates us when clients are admitted and discharged from their services. • ‘Easy to find out about Contact Brant’ reflected a decreased rating at 84% • Data for visits to our website was not available in Q1 with the changes made to the website. • 3% increase in the views to Contact Brant’s record in the Information Database comparing Q2 data from this year and last fiscal year. • Unique Viewers is 50% of last fiscal year’s total.
--	---	---	---