



**Board of Directors**  
**Tuesday, June 24, 2025, at 9:00 a.m.**

**In-person at Contact Brant**

or by **Zoom**: <https://us02web.zoom.us/j/89538534212?pwd=vUuxnVBayUaq09OgC4h63PDhjtIVg.1>

### **Agenda for Open Meeting**

- 1. Call to Order**
- 2. Agenda - Additions, Deletions, Approval** **Decision**
- 3. Conflict of Interest Declarations** **Declaration**
- 4. Approval of Minutes – May 27, 2025** **Decision**
- 5. Business Arising from Minutes**
  - a.
- 6. Executive Reports**
  - a. Chair’s Report – Welcome Jennifer Kroesbergen **Decision**
  - b. Treasurer’s Report – May 31, 2025 **Decision**
  - c. CEO’s Report **Decision**
- 7. Committee Reports**
  - a. Policy Review Committee – Operational **Decision**
  - b. Nominating Committee
- 8. New Business**
  - a. Summer Board meetings and decision-making **Decision**
- 9. Correspondence**
  - a.
- 10. In-Camera - Motion to move in-camera** **Decision**
- 11. In-Camera Report (as appropriate)**
  - a.
- 12. Adjournment – Motion to adjourn** **Decision**

**Next Meeting: Tuesday, September 23, 2025, at 9:00 a.m.**



**Board of Directors**  
**Open Meeting Minutes - Tuesday, May 27, 2025**  
In-person at Contact Brant or by Zoom

**Present:**

Chair: Patrick Parent  
Treasurer: Emily Miller  
Secretary: Jennifer Tonnies  
Directors: Jill Esposto, Melanie Graham,  
Co-Chief Executive Officer: Jane Angus and Sandra Parker  
Managers: Alison Hilborn and Linda McFadyen  
Executive Assistant: Cindy Landry

**Regrets:** Maxine Lean, Kimberly Vanderburg, Greg Hackborn

**1. Call to Order**

Patrick called the meeting to order at 9:00 a.m.

**2. Welcome, Sandra!**

Patrick welcomed Sandra.

**3. Land Acknowledgement**— Jane read the Land Acknowledgement.

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

**Motion:** To approve the agenda.

Emily and Jennifer. **Carried.**

**5. Conflict of Interest Declarations** – none

**6. Approval of Minutes – April 22, 2025**

**Motion:** To approve the agenda.

Jill and Emily. **Carried.**

**7. Business Arising from Minutes**

- a. AGM Public Meeting Speaker  
September 23, 2025 – Walter Gretzky Municipality

Iona Skye, ISkye Consulting, – DEI, accessibility and inclusiveness. Jill will provide link information. Cindy/Sandra to follow-up.

## 8. Executive Reports:

- a. Chair's Report – Elizabeth's resignation  
Letter received from Elizabeth regarding.

**Motion:** To accept the resignation from Elizabeth Abraham from the board.  
Melanie and Jennifer. **Carried.**

- b. Treasurer's Report – April 30, 2025  
Cindy to talk to Kelly regarding the words Revenue in Projects.

**Motion:** To approve the Treasurer's report as presented.  
Emily and Jennifer. **Carried.**

- c. CEO's Report  
Discussion regarding hiring one URS Coordinator on a contract position. We could decrease the URS respite budget and use funding from there to pay for the salary, or we could use the funds from Projects. The board is in agreement that Sandra and Jane need to find a way to do this.  
Sandra suggested a Canada Summer Student grant for the future. A lot of graduating students can be on the Canada Summer Student list.

**Motion:** To approve the CEO's report as presented.  
Melanie and Emily. **Carried.**

## 9. Committee Reports

- a. **Policy Review Committee – Policies and By-Laws**

### **Governance Policies**

Several sections were discussed:

Page 6: Eligibility To be a director, a person must "live or work in the geographic area served by Contact Brant".

**Direction:** This statement is sufficient.

**Add** to 7(b): If the Director no longer lives or works in the Brant/Brantford area, they would not be eligible to continue past the next Annual Meeting.

Page 15: Board Meetings – Procedure

a. *Number of Meetings:* There shall be at least 6 regular meetings of the Board per annum.

**Change** to: There shall be a minimum of 6 regular meetings of the Board per annum.

*In-camera Meetings:* This section does not reference managers attending meetings,; however the current statement identifies people can be invited.

**Direction:** The current statement is sufficient.

Page 18: Financial Accountability

a. **Contracts:** “Unless otherwise directed by the Board of Directors, all deeds, transfers, assignments, contracts and obligations on behalf of the Corporation shall be signed by the Chief Executive Officer and one of the Officers of the Corporation.” In practice, the CEO signs most contracts without a Board signatory. This includes MOUs, contracts with URS Providers, Letters of Agreement for the purchase of service providers, vendor contracts, etc.

**Direction:** Remove the word “contracts”.

**Annual Value of \$20,000 Expenditures:** “The Board shall approve all commitments for expenditures with an annual value of more than \$20,000. The Board delegates authority to the Chief Executive Officer for expenditures less than an annual value of \$20,000.” URS Provider expenditures may total over \$20,000 at year-end; however, we do not know in advance what each provider may be paid. Thus, we have moved to an annual report from the CEO in April of each year summarizing the totals paid to each URS Provider, and a motion is made, “Approve the report on URS Provider payments in 2024-25, acknowledging that the total payments to some providers were over the Executive Limit of \$20,000.”

**Direction:** The current practice meets expectations stated in this governance policy.

**Motion:** To approve the revisions to the Governance Policies as presented, with the amendments made at the meeting.

Jennifer and Emily. **Carried.**

### Financial Policies

The following financial policies have been revised with input from our Bookkeeper, Kelly.

- FI 01 Financial Management
- FI 02 Banking
- FI 03 Investments
- FI 04 Payment Requisition and Processing
- FI 05 Purchasing ▪ **Question:** The CEO's executive limit for purchases is \$20,000. Should this amount be reflected in the need for a Request for Proposal?

**DIRECTION:** Increase as long ask Kelly indicates there is not a CRA limit.

- FI 06 Staff Mileage and Expenses
- FI 07 Petty Cash
- FI 08 Payroll Processing
- FI 09 Internally Restricted Net Assets
- FI 10 Accounting for Contributions
- FI 11 Tangible Capital Assets

**Motion:** To approve the revision to the Financial Policies as presented with the amendments made at the meeting and clarification of amount for purchasing.

Melanie and Jill. **Carried.**

**Administrative Policies**

The following Administrative Policies revisions were presented:

- AD 01 Statistics
- AD 03 Risk Management
- AD 04 Cell Phones and Portable Electronic Devices

**Recommendation:** Approve the revisions to the Administrative Policies as presented, and with the amendments made at the meeting.

Emily and Jennifer. **Carried.**

b. **Nominating Committee**

We have 8 members. The minimum is 8 members and the maximum is 12 members. The Board would like to look for two more people and are especially interested in the following skills: financial, lawyer, Board experience, diversity, lived experience.

Each director is asked to think of anyone they could reach out to for an expression on interest. After this, advertise on Social Media.

- Jill will connect with Kim and Barb Rogers about foster parents.
- Larry – FASD parent from a few years ago – Linda may know who Patrick was thinking about.

Jill and Melanie are on the nominating committee.

**10. New Business** - none

**11. Correspondence** - none

**12. In-Camera**

**Motion:** To move in-camera at 9:54 a.m.

Emily and Jill. **Carried.**

**13. In-camera reports** - none

**14. Adjournment**

**Motion:** To adjourn the meeting at 10:11 a.m.

Jill and Melanie. **Carried.**

**Next Meeting:**

Tuesday, June 24, 2025, at 9:00 a.m.

This will be both our Board Meeting and our AGM Business Meeting.

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Date

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Chair's Signature



Board of Directors  
**Open Report from the Chair**  
June 24, 2025

**New Board Member Application**

Jennifer Kroesbergen applied to join the Board of Directors and a recommendation was made to accept and approve her application to the Contact Brant Board of Directors. The decision to approve the recommendation was made via email with the following Board members in favour:

*Patrick Parent, Jill Esposito, Maxine Lean, Kimberly Vanderburg, Jennifer Tonnies, Melanie Graham*

Welcome, Jennifer!

May 31, 2025

	2024-2025 ACTUAL	2025-2026 BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD May 31
<b>REVENUE</b>				
Access - Children's (MCCSS)	1,220	1,220	1,220	210
DS Children's Specialized (MCCSS)	191,165	191,165	191,165	31,865
RPAC (MCCSS)	702	702	702	122
Coordinated Service Planning & FASD (MCCSS)	451,490	451,490	451,490	75,250
Complex Needs (MCCSS)	66,820	66,820	66,820	11,140
Urgent Response Service (MCCSS)	7,518,653	7,318,653	7,318,653	1,219,783
	0			0
<b>Sub-Total Ministry Actual Revenue</b>	<b>8,230,050</b>	<b>8,030,050</b>	<b>8,030,050</b>	<b>1,338,370</b>
Off-setting Revenue (from ENS)	16,971		8,287	
Off-Setting Revenue Info Services (211-\$43,116; Findhelp \$1,43	-		33,464	0
Deferred Capital Contributions	-23,529			0
Amortization Deferred Capital Contributions	24,951			0
<b>TOTAL Revenue</b>	<b>8,248,443</b>	<b>8,030,050</b>	<b>8,071,801</b>	<b>1,338,370</b>
<b>Applied from Projects</b>				
<b>ACA</b>				
<b>EXPENSES</b>	<b>2024-2025 ACTUAL</b>	<b>2025-2026 FORECAST</b>	<b>2025-2026 FORECAST</b>	<b>2024-25 MCCSS YTD - March 31</b>
<b>SALARY</b>	1,796,234	1,979,934	2,017,220	301,890
<b>STAFF TRAINING (education, conferences, recruitment - staff)</b>	52,213	25,000	25,000	6,805
<b>BUILDING OCCUPANCY (Lease, Utilities, Insurance, Repairs &amp; Mtce)</b>	60,292	68,451	68,451	12,729
<b>TRAVEL &amp; COMMUNICATION</b>	221,147	137,000	137,000	22,216
<b>Supplies &amp; Equipment</b>	21,282	23,832	23,832	480
<b>Other Program/Service Expenditures ( Purchases client services, all other direct not classified)</b>	5,210,742	5,727,833	5,727,833	820,277
<b>Governance Expenses</b>	17,175	38,000	38,000	430
<b>Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)</b>	215,641	30,000	30,000	-11,220
<b>Amortization Capital Assets</b>	24,951	0	0	-
<b>ACA TRANSFERS</b>	-		-	-
<b>Contingency</b>		0	4,465	
<b>TOTAL Ministry Expenses</b>	<b>7,619,678</b>	<b>8,030,050</b>	<b>8,071,801</b>	<b>1,153,607</b>
<b>Ministry Surplus (Loss)</b>	628,766	0	0	184,763
<b>Less: Repayable to the Ministry</b>	-628,766			
<b>Ministry Surplus (Loss)</b>	0	0	0	184,763
				184,763
				-0

Contact BRANT Start Here Your Path to Children's Services	PROJECT FUNDS				Notes
	2024-2025 Actual	2025-2026 Budget	2025-2026 Forecast	2025-26 YTD	
<b>REVENUE</b>					
Your Guide	204	20,641	0	0	
FASD Caregiver Support Group	4,500	0	0	0	
Health Spending Account	0	6,900	0	0	
Extensive Needs Interdisciplinary	475,712	502,702	503,361	83,333	
Other (Accrued, Interest Earned, Staff payments, GIC Interest, Miscellaneous)	21,156	0	0	885	\$600 in cell phone purchases, \$285 interest earned
Info Services (211-\$43,116; Findhelp \$1,368.08)	43,866	44,484	44,484	10,779	
CYSC Income	0		0	21,719	\$7,500 received from members, \$4k grant, \$10,218.52 from Your Guide Def'd funds to be used for CYSC
Intensive Respite Funds 1124 (YHTF, DSO, etc.)	258,680	0	0	0	
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0	
<b>TOTAL Projects Revenue</b>	<b>804,119</b>	<b>574,727</b>	<b>547,845</b>	<b>116,716</b>	
<b>EXPENSES</b>					
Your Guide	204	20,641		0	
FASD Caregiver Support Group	4,500	0	0	0	
Health Spending Account	0	6,900		0	
Information Services (211, Findhelp)	0	34,772	34,772	2,231	Sal.&Ben.: CI Assist. (12,122); .25 FTE CN (22,650)
Extensive Needs Interdisciplinary	464,122	502,702	503,361	72,420	Includes +1 SC position
CYSC Expenses	0			3,810	Consulting costs
Intensive Respite Expenses 1924	242,672			0	
Other Expenses	0		0	0	
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0	
<b>Applied to Ministry</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Projects Expenses</b>	<b>711,498</b>	<b>565,015</b>	<b>537,474</b>	<b>78,461</b>	
<b>Projects Surplus (Loss)</b>	<b>92,620</b>	<b>9,712</b>	<b>37,361</b>	<b>38,256</b>	

**TOTAL MINISTRY AND PROJECTS**

<b>TOTAL REVENUE</b>	<b>9,052,562</b>	<b>8,604,777</b>	<b>8,071,801</b>	<b>1,480,514</b>
<b>TOTAL EXPENSES</b>	<b>8,331,176</b>	<b>8,595,065</b>	<b>8,071,801</b>	<b>1,257,495</b>
<b>TOTAL Surplus (Loss)</b>	<b>721,386</b>	<b>9,712</b>	<b>0</b>	<b>223,019</b>

QB Cash Operating Account*	1,973,633
QB 104 Contra Internally Restrict BHN	-16,374
QB Petty Cash	100
QB Savings Account	84,568
<b>Total Quickbooks (QB) Cash Balance</b>	<b>2,041,926</b>
<b>BANK RECONCILIATION - operating account</b>	
Accounting Cash Operating Balance*	1,973,633
Add: Outstanding cheques	0
Add: AW exp went through in May not not paid until June	261
TD Cash Balance	1,973,893
<b>Restricted Assets</b>	
Restricted Cash - restricted for updating BHN info database	16,374
Restricted Investments - GIC restricted for future corporation pressures	28,599
<b>Total Restricted Assets</b>	<b>44,973</b>
<b>Opening Internally restricted net assets</b>	
Add: GIC interest	
<b>Closing Internally restricted net assets</b>	<b>44,973</b>

Renewal Aug 16, 2025.

Deferred Revenue	As of Mar 31, 2025	As of May 31, 2025
CYSC	7,500	0
Your Guide	20,437	
Deferred ENS FASD	13,500	0 Note 1
Deferred ENS Interdisciplinary	13,490	1,562 Note 2
Other	1,311	1,311
	<u>56,238</u>	<u>2,873</u>

Note 1 F2025 Deferred \$13,500, recognized as income in F2026 as all costs have come in

Note 2 F2025 Deferred \$11,928, recognized as income in F2026 for costs that have been incurred

**Statement of Financial Position**  
**Contact Brant for Children's and Developmental Services**  
As of May 31, 2025

	As of May 31, 2025	As of March 31, 2025	Notes
Cash	2,041,926	2,274,856	
Accounts Receivable	2,500	162,002	At Mar 25, AR largely ENS funds receivable from HHS, rec'd in Apr
HST receivable	45,693	64,111	See Note A
Prepaid Expenses	13,718	22,776	
<b>Current Assets</b>	<b>2,103,837</b>	<b>2,523,745</b>	
Restricted Cash	16,374	16,374	Cash restricted for updating BHN info database
Restricted Investments	28,599	28,599	GIC restricted for future corporation pressures
Capital Assets	63,952	63,952	Furniture, equipment, computer equipment
<b>Total Assets</b>	<b>2,212,763</b>	<b>2,632,670</b>	
Accounts Payable	65,638	598,442	At Mar 25, unpaid URS and other bills. EFT on Apr 8 paid \$939k
Accruals	17,133	73,891	See Note B
Deferred Revenue	2,874	56,238	See Note C
Repayable to MCCSS	1,677,370	1,677,370	See Note D
<b>Current Liabilities</b>	<b>1,763,014</b>	<b>2,405,941</b>	
Deferred Contributions	63,954	63,954	Revenue deferred to offset capital assets
Net Assets	385,795	162,776	
Restricted	44,973	44,973	
Unrestricted	340,822	117,802	223,019 Change in net assets = Income for year
<b>Total Liabilities and Net Assets</b>	<b>2,212,763</b>	<b>2,632,670</b>	

NOTE A

HST Rebate receivable Mar 31, 2025	64,111
Less: Public Serv Bodies HST Rebate Apr 1 - Sept 30, 2024	-23,399
Add: HST Paid in year	4,980
<b>HST Rebate receivable May 31, 2025</b>	<b>45,693</b>

Contact Brant is eligible for a HST rebate of 69.7% of all HST paid. As at Mar 31, 2005, Contact Brant was eligible for a refund of HST of \$64k. On March 21, 2025 filed HST return for April 1 - Sept 30, 2024 for \$23,398.62. Refund received April 1, 2025.

NOTE B

Accrued Expenses	As of May 31, 2025	As of Mar 31, 2025	Change	
COLA accrual for employees on leave	7,284	7,284	0	To be paid on employee's return
Payroll accrual - 1 day		7,097	-7,097	Accrual for March 31
Audit Fee		28,000	-28,000	2024-2025 audit accrual.
URS Purchases		28,080	-28,080	Bills received after year-end for March services
Health care spending account	9,847	3,429	6,418	Represents unspent health care spending money eligible to staff.
			0	Increase in provision of \$6.9k, offset by spending
	17,131	73,890	- 56,759	

NOTE C

Deferred Revenue	As of May 31, 2025	As of Mar 31, 2025	Change	
CYSC	0	7,500	-7,500	Recognized as income in F2026
Your Guide		20,437	-20,437	50% of deferred revenue recognized as revenue for CYSC in 2025-26.
Deferred ENS FASD	0	13,500	-13,500	Remaining balance was paid to HN REACH
Deferred ENS Interdisciplinary	1,562	13,490	-11,928	ENS FASD revenue def'd for costs incurred after year-end. All 3 psych-ed completed in F2026
Other	1,311	1,311	0	ENS Interdisc revenue def'd for costs incurred after year-end. \$12k in YMCA, psych-ed and OT have occurred.
	2,873	56,238	-45,865	

NOTE D

Repayable to MCCSS	As of May 31, 2025
Fiscal 2022-23	932,458
Fiscal 2023-24	116,146
Fiscal 2024-25	628,776
<b>Total</b>	<b>1,677,380</b>



**Board of Directors**  
**Report from the Chief Executive Officer - Open Meeting**  
June 24, 2025

**Communication and Counsel to the Board**

**URS Pressures**

See report Contact Brant's URS Pressure for 2025-26 report attached.

MCCSS met with the West Region OAP URS leads (Contact Brant and Hotel-Dieu Grace Hospital) to review west region pressures. MCCSS continues to indicate there will be no new funding this fiscal year, and we need to manage within our allocation. HDGH has already moved forward with strategies to manage within their funding. Consistent with their approach, we will move forward with the following strategies to help alleviate the fiscal pressure:

- Set a service delivery standard of up to 10 weeks of service with the opportunity to increase to up to 12 weeks with demonstrated clinical need. Currently clinicians recommend 12 weeks of service for every child, regardless if goals could be met sooner.
- Re-referrals will be eligible for the same amount of service as a new referral.

Communication was shared with MCCSS, staff, and service providers. There will be no change for families currently in service before June 23, 2025. The overall impact on new families and re-referred families is expected to be minimal. Although clinicians generally recommend 12 weeks of service, not all services were provided for a full 12 weeks.

This change allows us to fund a temporary URS service coordinator position to March 31, 2026 which will help alleviate staff workload. The monthly number of children served, and purchase of service actuals will be used to assess the feasibility of increasing the URS FTE-count permanently. If the number of children served continues to surpass the current service target, we anticipate MCCSS will allow us to submit a business case to request additional funding.

***Information***

**Coordinated Service Planning (CSP) and Complex Special Needs (CSN) Guidelines**

Jane, Linda and I attended the Provincial Network of Coordinating Agencies meeting, June 5-6<sup>th</sup>. MCCSS presented an overview of the new CSP requirements, however the full CSP requirements have still not been released. The new requirements will include a 3-tiered model, and only children in tier three will be eligible for CSN funding. Eligibility for CSN funding will be determined by CPRI. In conversation with MCCSS, we have been encouraged to hold off on defining the roles and responsibilities for our existing staff vacancy until we have the requirements. Once the requirements have been released, MCCSS will have regular local meetings with service providers to help move through the changes. During a meeting with our MCCSS program supervisor, she indicated she sees merit in keeping all CSN tier 3 kids with Contact Brant (as is the situation currently with Contact Hamilton). We expect to receive the new requirements imminently.

***Information***

**CSP Annual Report**  
Report attached.  
***Information***

**Contact Brant's URS Pressure for 2025-26**

**Salary and Benefits**

URS Coordinator (2)	165,746	2 Coordinators
URS Front Door (1)	82,873	1 URS Front Door
URS Accounts Payable (0.4)	25,188	.4 Accounts Payable Clerk

**Operational Costs**

<u>38,000</u>	9,500 each staff x 4 staff
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Subtotal 311,808

**ACA**

31,181 10%

**Total 342,989**

**Purchase Services**

Six Nations URS Coordinator contract 103,037

**2025 - 2026 Grand Total Pressure 446,026**

HHSC's variance in contract to request 189,664  
(Covered this year but not next)

Requested based on actual costs: \$1,872,603. Funded in contract: \$1,682,939

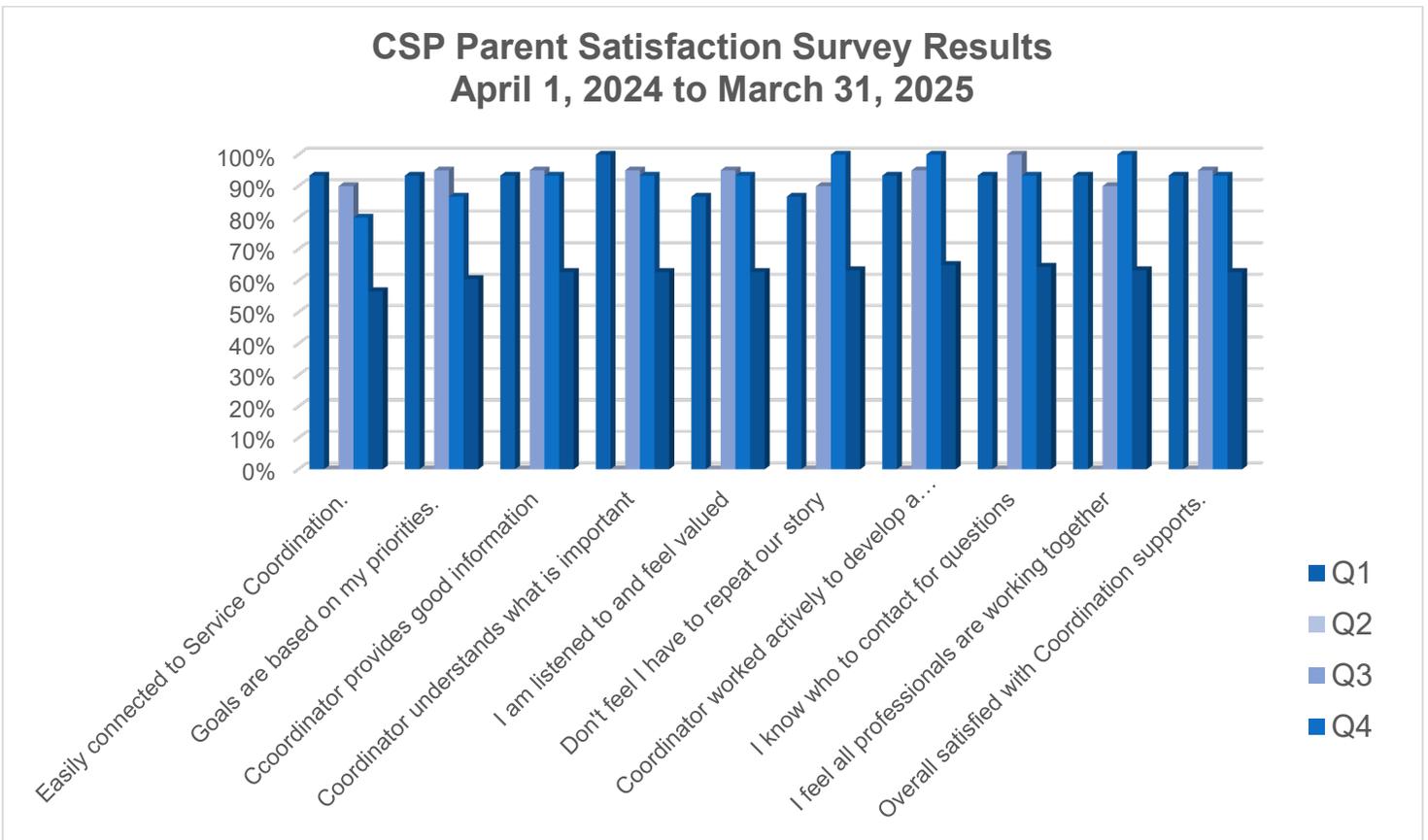
# Coordinating Agency: Contact Brant for Children’s and Developmental Services

## ANNUAL REPORT 2024 - 2025



### 1. Feedback from Families, Children and Youth

There has been a very poor response (only 13) from families requested to complete the Parent Satisfaction Survey.



#### Family feedback/comments:

- We have NEVER had any issues with Service Coordination. All concerns for our child have always been addressed promptly and with respect and compassion. Thank you so much for everything you all do as a team. Can't think of any needed improvements.
- Always keeps me up to date on activities and services that are offered.

## 2. Cross-Sector Partnerships are Working Together

- a) *The Service Coordination Network* is a multi-sectoral leadership table to promote service coordination best practices and address barriers to collaboration in our community, overall promoting the community's *Service Coordination Protocol*. With the hiring of a Clinical Manager of Service Coordination at Contact Brant, regular meetings with the CSP Providers have been reinitiated to support CSP consistency across the 6 organizations.
- b) *New Referrals for CSP*: 38 Referrals to CSP in 2024-25 reflected an 8% increase over the previous year. 62% of those starting service were with Contact Brant's 2 Service Coordinators, who represent 32% of the FTE SPCs in Brant.
- c) *New Referrals for FASD*: There were 9 new referrals to FASD. There was a 2% increase in the total number of participants served in capacity-building opportunities.
- d) *What Partners Say About CSP* – The Community of Practice (dedicated Service Coordinators and professionals providing service coordination) provided feedback:
  - Incredibly helpful that we've returned to in-person meetings; we feel we can build stronger connections.
  - Enjoy the meeting locations have been changing to various agency spaces; we've been able to get to know the various providers better.
  - Case review has been **very** helpful – Sometimes the cases we are supporting are really complex, so it's nice to get everyone's feedback, even if sometimes it's just validation that what they're dealing with is really challenging.
  - We've had AccessOAP join our COP meetings, and it's been helpful to have a direct conversation face-to-face with someone from AccessOAP to ask questions.
  - Very helpful to receive insights on new developments (i.e. ENS, Jordan's Principle) and how service changes have impacted families.

## 3. Successes

- ✓ The community had a 59% increase in the number of Case Resolution Reviews. The number of CSN-funded children and youth continues to increase (8 in 2022-23; 11 in 2023-24; 15 in 2024-25). Both reflect the increasing complexity of children and youth. Every child is supported by an SPC. When the SPC is from a partner agency, Contact Brant provides a high level of support to coordinators through the Case Resolution and Complex Special Needs processes.
- ✓ The CSP Providers worked together to develop and submit a respite proposal to the MCCSS Regional Office for children and youth served in CSP. A partnership with Laurier University supported the proposal with research on children and youth with complex needs and the significance of respite support.
- ✓ The multiple needs of children and youth served in CSP and FASD were supported mid-year with the implementation of the Extensive Needs Service, which was able to provide an additional dedicated Service Coordinator position to coordinate direct behaviour support, developmentally appropriate mental health counselling, therapeutic respite, and the purchase of services for psychological assessments, OT supports and SLP.

#### **4. Challenges**

- ❖ There have still been no referrals for any families identifying as Francophone; this may be due to the area's very small FL population.
- ❖ The CSN-funding eligibility guideline regarding no services during school hours is again flagged as a barrier and a challenge for the provision of CSP. Services have been exhausted, the complexity of these children means they can't tolerate full-day attendance, and this puts further stress on families.
- ❖ Child welfare redesign continues to put pressure on CSP and CSN to respond to situations where families state they will no longer care for their multiple needs child, and child welfare indicates a community response is needed, not child protection services.



SECTION: Human Resources

POLICY: HR 23

DATE: June 2025

PAGE: 1 of

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## Disconnecting from Work Policy

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### Preamble

Contact Brant is committed to taking every reasonable precaution to protect workers' health and safety, as required by the *Occupational Health and Safety Act*.

Contact Brant is also committed to providing a supportive workplace that promotes stress reduction and well-being and to ensuring that its employees are able to maintain an appropriate work/life balance and fulfill their family responsibilities.

### Mental Health in the Workplace

Contact Brant is vitally concerned with the physical, mental health and well-being of our employees. The organization strongly encourages our employees, especially those who participate in remote work arrangements, to adapt and maintain a good work/life balance. Contact Brant encourages employees to come forward if they are experiencing any health issues, especially issues related to mental well-being. If an employee feels comfortable doing so, they should talk to their manager or a member of the management team and/or take steps to seek professional help.

### *Definitions*

As defined in the *Working for Workers Act*, “Disconnecting from Work” means not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, to be free from the performance of work.

The *Employment Standards Act, 2000*, (ESA) specifies employees are not to perform work during the following times:

- Outside of their hours of work, including eating period
- During paid vacation time.
- During public holidays (unless the employee has agreed to work on the day of a public holiday in accordance with the ESA).
- Any Ontario Regulation 285/01 rule that establishes when work is “deemed” to be performed.

As an organization with more than 25 employees, Contact Brant has a Disconnecting from Work Policy regarding an employee’s right to disconnect from work. The Policy applies to all employees, including management, as they are deemed employees under the ESA. However, employers have the right to have different expectations for managers.

## **Policy**

Contact Brant will follow legislative requirements and will expect employees to be free from the performance of work outside of their planned workday, and to not engage in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages.

## **Procedures**

1. *Emails*: Employees are expected to respond to emails only during their designated working hours. Contact Brant does not expect employees to respond to emails during their off-work time. Employees are expected to respond to emails received during the workday on the same day, whenever possible and at the most within one business day unless the employee is not working, in which case they may be replied to on their next working day. (For example, Emails received after hours on Friday, Saturday, or Sunday are expected to be replied to on the Monday following, unless the employee is not working, in which case they may be replied to on the next working day.)
2. *Phone (Personal and Business)*: Employees are expected to only respond to phone calls or text messages during their designated working hours. Contact Brant does not have an expectation that employees will respond to phone calls or text messages during their off-work time.
3. *Out of Office*: Employees are expected to update their out-of-office automatic reply in emails when they are not scheduled to work to inform that they will not be responding until the next scheduled workday or directing people to the person covering. Similar, voice mail should be updated accordingly.
4. *Response Time for Phone Calls, Voicemails, and Text Messages*: Employees are expected to respond to phone calls, voicemails, and text messages received during the workday, on the same day whenever possible and at the most within one business day unless the employee is not working, in which case they may be replied to on their next working day. If an employee is unable to reply within these guidelines, they are expected to speak with their supervisor to discuss their workload and set updated expectations.

5. **Employee Responsibilities**

Employees are responsible for working during the times established with their supervisor and as posted in their calendar.

Employees are also responsible for taking breaks as outlined in their employment contract and agency policies. They should not pressure fellow employees for taking the downtime afforded to them by law.

Employees should speak to their supervisor if they have any concerns about their mental health and their right to disconnect from work.

6. **Additional Expectations for Management**

Managers are expected to follow the policy summarized above. They are also expected to ensure management coverage is clearly identified if they are not working, so that a manager is available to employees if needed.

Additionally, as employees work flexible hours in response to client and agency needs, managers need to be prepared to respond to emergency calls or texts during their off-duty time or ensure coverage by another manager.

To ensure that these guidelines are not compromised, managers must clearly identify in their calendar when they are on work time and when they are not and who to contact if they are not available.

Managers are expected to:

- Respect an employee's off-duty time and will not expect an employee to respond to a request during their off-duty hours.
- Recognize that per the ESA's rules on when work is deemed to be performed, if an employee, for example, engages in reviewing or drafting emails, the time the employee spends doing those activities is generally considered to be "working time" under the ESA. This is the case even if the employee does so after the employee's scheduled workday is over, and there is a disconnecting from work policy in place.
- Provide support as needed to employees who come forward with concerns regarding their mental health and right to disconnect.

#### 7. Complaints

Employees who have concerns about disconnecting during their time away from work should first speak with their supervisor to resolve the issue. If the issue is not able to be resolved at this level, employees should bring the issue forward to the CEO.



## Policy Review Committee Recommendations to the Board

June 24, 2025

Two new policies have been drafted as required with more than 25 employees:

- Disconnecting from Work Policy
- Electronic Monitoring Policy

**Recommendation:** Approve the Disconnecting from Work Policy and the Electronic Monitoring Policy as presented.

***Decision***

The COVID-19 Workplace Safety Policy is no longer required and should be discontinued. The Communicable Disease Prevention Policy still speaks to COVID as well as other diseases.

**Recommendation:** Discontinue the COVID-19 Workplace Safety Policy.

***Decision***

The following policies have been revised, and others reviewed with only grammatical changes:

Revised Human Resource Policies:

- Accessibility
- Hiring and Conditions of Employment
- Hours of Work
- Protected Leaves
- Sick Leave
- Vacation and Holidays
- Compensation and Benefits
- Professional Code of Conduct
- Progressive Discipline
- Telework
- Abuse

Revised Health and Safety Policies:

- Health and Safety Policy, and Addendums A – I
- Emergency Preparedness and Response
- Hazard Identification
- Workplace Anti-Harassment
- Workplace Anti-Violence
- Drugs and Alcohol in the Workplace

Reviewed Human Resource Policies:

- Human Rights Commitment
- Pay Equity
- Termination of Employment
- Absenteeism and Attendance
- Performance Review
- Professional Development
- Conflict of Interest
- Employee Conflict Resolution
- Equity, Diversity and Inclusion

Reviewed Health and Safety Policies:

- Duty of Persons Directing Work
- Right to Refuse Unsafe Work
- Workplace Hazardous Materials Information Systems
- Health and Safety Committee Representatives
- Smoke-free Workplace
- Communicable Disease Prevention
- Staff Safety

**Recommendation:** Approve the revised Human Resource Policies and the Health and Safety Policies as presented and confirm the “Reviewed” policies as currently written.

***Decision***



**SECTION:** Health and Safety

**POLICY:** HS 15

**DATE:** June 2025

**PAGE:** 1 of 2

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## **Electronic Monitoring Policy**

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### **PREAMBLE:**

Contact Brant is committed to abiding by all its obligations under Ontario's Employment Standards Act, 2000 (ESA), including those which apply to electronic monitoring. As such, Contact Brant is committed to informing its employees about the presence (if any) of electronic monitoring software or equipment either in the workplace or contained on any of the organization's servers or programs.

This policy is based on *Bill 88: Working for Workers Act, 2022*. As an organization with more than 25 employees, Contact Brant is required to have a policy regarding electronic monitoring in place. The policy applies to all employees, whether their primary work location is in the office, at home, on the road, or a combination of any or all of the above.

### ESA Requirements

The ESA requires transparency about whether employees are electronically monitored.

The ESA requirements do not:

- Establish a right for employees not to be electronically monitored by their employer; or
- Create any new privacy rights for employees.
- Limit the use of information obtained through electronic monitoring.

Contact Brant's Electronic Monitoring Policy specifies:

- A description of how and in what circumstances, Contact Brant may electronically monitor employees,
- The purposes for which Contact Brant may use the information obtained through electronic monitoring, and
- The date the policy was prepared and the date any changes were made to the policy.

### **POLICY**

Contact Brant uses video surveillance technology at both entrances to the building to ensure employee safety and security, and to deter theft and vandalism.

## PROCEDURE

### 1. Electronic Monitoring Equipment in Place

Contact Brant uses video surveillance technology at both entrances to the building to ensure employee safety and deter theft and vandalism. This means that employees entering and exiting the building will be included in the surveillance footage.

The video surveillance equipment does not include audio. The equipment is clearly visible (one in the front lobby and one outside the back door) and is marked with signage.

### 2. Reasons for Accessing the Electronic Records for Monitoring Equipment

Contact Brant employees will access records from this equipment in the following circumstances:

- All employees working in the office have access to live streaming from the video surveillance to see who is entering the building or ringing the doorbell.
- In the event of a security alarm call after hours, alarm-responders will have access to the footage to see if anyone has entered the building.
- In the event of an investigation into a client complaint, or a complaint of harassment or violence, managers will have access to footage.
- Should illegal conduct be uncovered, video surveillance footage may be disclosed to the authorities and approved third parties.



## POLICY AND PROCEDURE MANUAL

**SECTION: Human Resources**

**POLICY: HR 02**

**REVISED: June 2025**

October 2022; November 2014; January 2013

**PAGE: 1 of 5**

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### ACCESSIBILITY POLICY

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#### 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 orient employees, volunteers, and students to ensure they are familiar with our policies, practices, and procedures for communicating with and providing services to persons with disabilities.

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~~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 Managers 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

Contact Brant will provide customer service in a manner that removes barriers for people with disabilities according to the following key principles of the AODA:

5.1 Goods and services will be provided in a manner that respects the dignity and independence of persons with disabilities.

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5.2 Service to people with disabilities will be integrated with others unless the person with the disability requires an alternate way of providing the goods, services, or facilities.

5.3 Persons with disabilities will be given equal opportunity to use and benefit from the goods, services, or facilities an organization or business has to offer.

5.4 We will communicate with people with disabilities in a way that takes the individual's disability into account.

~~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.~~

**5.36. 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

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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.

**5.47. 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.~~

**5.58. 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.

**5.69. 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.

**6.10. 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.

**6.10.1** 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.

**6.10.2** 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.

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~~6-3~~10.3 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.

6-410.4 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.~~

#### 7-11. **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 04**

**DATE:** June 2025

February 2023; October 2022; May 2018; May 2016;  
September 2015; June 2013

**PAGE:** 1 of 6

### 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.

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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 addiction 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.

~~Refer to the Police Record check and Offense Declaration Policy.~~

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

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- ~~• 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. Contact Brant will put in place practices that promote equity, diversity and inclusion throughout the hiring process.
  - 1.1. Contact Brant will provide accommodation during all stages of the hiring process, upon request. This statement will be added to any job postings and applicants will be reminded of this policy (i) when they are invited to an interview, and (ii) within any job offer provided.
  - 1.2. Contact Brant will use a hiring committee of the CEO and preferably 2 other staff.
  - 1.3. Contact Brant will provide managerial staff with training on equitable hiring practices and recognition of personal biases.
  - 1.4. Interview committee members must treat all job applicants with dignity and respect.
2. **Recruitment:** Contact Brant will include statements in all job postings that openly welcome and invite applications from persons with disabilities and those protected by the human rights code.
  - 2.1. The Chief Executive Officer, ~~with the hiring committee,~~ 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

- 2.2. 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.
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. Screening of applicants for interviews will focus on the essential requirements and competencies of the position, as outlined in the job postings, using an Applicant Screening tool.
  - 3.2. 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).
  - 3.3. All interviews for a position will consist of a written set of questions formulated to assess an individual's qualifications and capabilities for the position. This will assist in avoiding bias during the interview process.
  - 3.4. Hiring committee members will individually score interviewees' responses. The hiring committee will then collectively discuss each candidate and compare scoring. The average score of all hiring committee members will identify the highest-scoring candidates as the preferred candidates.
  - 3.5. 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 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, request the candidate to identify their expected salary, and confirm a start date-meeting

~~The candidate will be notified that a written Employee Agreement will be sent to them for review, and that the Agreement will need to be signed before employment begins. They will also be notified that they are required to submit a Police Record Check. 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.~~
- Submission of a Police Check every 3 years, and an Offence Declaration in the alternate years. 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.
- 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. Additionally, 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.

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- Written confirmation of review and commitment to the agency's policies and procedures.

5.3. Information Statement of Employment: Contact Brant must provide employees with the information below, in writing, before the employee's first day of work. To meet this requirement, the following will be included in the Employment Agreement:

- The legal name of the employer (Contact Brant for Children's and Developmental Services), as well as any operating name (Contact Brant).
- Contact information for the employer, including address, telephone number and one or more contact names.
- A general description of where it is anticipated that the employee will initially perform work.
- The employee's starting salary or hourly wage rate.
- The pay period (2 weeks) and pay day schedule (bi-weekly).
- A general description of the employee's initial anticipated hours of work.

5.3.5.4. Once the ~~offer of e~~Employment Agreement is signed by the employee and any additional agreed terms have been met, the new employee may begin work at the agreed upon date.

5.4.5.5. 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 the CEO~~ 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 the CEO~~ 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; the~~ 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 ~~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.

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- 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:** June 2025

October 2022; September 2019; September 2018;  
September 2015; December 2012

**PAGE: 1 of 4**

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### HOURS OF WORK

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#### **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 approved 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 (Family Responsibility or Bereavement) 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.~~
- Each employee is responsible to rReview for accuracy, prior to submission:
  - 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.

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3. The ~~Chief Executive Officer and Manager of Service Coordination~~ employee's Manager 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 Managers 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: When an employee cannot organize a flexible schedule within their regular workweek, 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 ~~S~~supervisor.

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- 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 and in-office presence.
- 4.3 The employee must request approval in advance from their ~~s~~Supervisor to use Banked Hours. -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.

4.3

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4.4 Banked time should be taken within the fiscal year in which it was earned. However, banked hours may be carried over into the new fiscal year if the employee and their sSupervisor cannot arrange lieu time off.

~~4.51.1 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.~~

~~4.64.5 Employees must report all accumulation and use of Banked Hours on their monthly Attendance Record submission to their Supervisor.~~

~~4.74.6 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. The only exception is a week where there is a statutory holiday.~~

~~4.84.7 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 sSupervisor to take the lieu time before their last day. If the sSupervisor 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.~~

~~5.25.1 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 sSupervisor immediately after working such overtime hours.~~

~~5.35.2 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:** June 2025

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

**PAGE: 1 of 12**

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### PROTECTED LEAVES

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#### 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:

- ~~Will~~Adhere to all regulations covered under the ESA
- Provide the job-protected leaves that employees have a right to take, and
- Manage 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 ~~s~~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, **or** 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 **other** 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

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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 ~~S~~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 ~~S~~supervisor in accordance with the notice requirements under Ontario's minimum employment standards legislation.
- 11.4 ~~In most cases, e~~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 natural 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.



SECTION: Human Resources

POLICY: HR 07

REVISED: June 2025

October 2022; June 2019; April 2019; September 2018;  
September 2015; March 2015

PAGE: 1 of 2

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## SICK LEAVE

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### 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 31<sup>st</sup>.

### POLICY

~~Employees are eligible for 9.375 hours of paid sick leave per month 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:~~

~~Full-time employees will be eligible for 15 paid sick days per fiscal year. 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 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 ~~identified in the employee's Attendance Record 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. Employees will report sick time taken on the Employee Attendance Record, which is submitted monthly to their supervisor.~~
- 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.
- 1.3 ~~If any employee leaves the agency before the end of the fiscal year, sick leave eligibility will be recalculated based on time worked. If the employee has used more sick time than the recalculated eligibility, the employee will need to reimburse Contact Brant.~~
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, e~~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 ~~45~~26 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. 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.
  - 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.



**POLICY AND PROCEDURE MANUAL**

**SECTION: Human Resources**

**POLICY: HR O8**

**REVISED: June 2025**

**PAGE: 1 of 3**

October 2022; 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. Easter Monday
- v. Victoria Day
- vi. Canada Day
- vii. Civic Holiday
- viii. Labour Day
- ix. Thanksgiving Day
- x. Christmas Day
- xi. Boxing Day.

**PROCEDURE**

**VACATION**

1. Vacation Eligibility: The vacation year runs for the fiscal year, from April 1<sup>st</sup> to March 31<sup>st</sup>. 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:

<b>Length of Employment</b>	<b>Vacation Calculation: Hours/Month Worked</b>	<b>Maximum Eligibility Translated in Weeks/Fiscal Year</b>
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. At the beginning of the fiscal year, the number of hours of vacation eligibility is identified in the employee's Attendance Record based on how many months are expected to be worked. If any employee leaves the agency before the end of the fiscal year, vacation eligibility will be recalculated based on time worked.

~~2.1. If the employee has unused vacation time, the supervisor will make arrangements with the employee to use the eligible vacation hours wherever possible; Contact Brant would pay the employee for any unused eligible vacation time on their final pay.~~

~~Employees who terminate and have not taken their earned vacation credits per months worked will have such monies added to their final pay.~~

~~2.2. 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.~~

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

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#### 3.4. Employee Process to Request Vacation:

3.1.4.1. Employees must coordinate and plan together for preferred vacation time and coverage of their workload.

3.2.4.2. The employee will then submit their vacation request to their Ssupervisor by December 31<sup>st</sup> for the next fiscal year for approval, or at any time following the December 31<sup>st</sup> approvals with the understanding that later requests for vacation will be considered on a first come, first served basis.

4.5. Vacation Approval: Vacation requires prior approval by the employee's Ssupervisor. Approval of vacation is at the discretion of the Chief Executive Officer and Manager of Service Coordination management.

4.1.5.1. 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 aneach employee can take during the summer.

4.2.5.2. Employees will be notified of approvals within the first week of January for vacation requests submitted by December 31<sup>st</sup>.

4.3.5.3. After the December 31<sup>st</sup> approvals are made, requests for vacation will be considered on a first come, first served basis.

5.6. Vacation Reporting: The amount of vacation hours eligibility is projected at the beginning of the fiscal year on the employee's Attendance Record.

5.1.6.1. 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.

5.2.6.2. 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.

~~5.3.1.1. Employees who terminate and have not taken their earned vacation credits per months worked will have such monies added to their final pay.~~

~~5.4.1.1. Employees who terminate and have taken more than their eligible vacation credits per month worked will have their pay for additional vacation time used deducted from their final pay.~~

~~6.7.~~ The Chief Executive Officer has the discretion to negotiate an extra week at hire for ~~leadership-management~~ 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:**

~~7.8.~~ Employees are eligible for the 11 paid Holidays identified in this Policy.

~~8.9.~~ Employees are not to work on any of the Public Holidays, unless approved in advance by their ~~S~~supervisor, and the employee agrees in writing.

~~8.1-9.1.~~ 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.

~~9.10.~~ **Holiday Reporting:**

~~9.1-10.1.~~ *Full-time employees:* All Holidays will be reported as 7.5 hours on the monthly Attendance Report.

~~9.2-10.2.~~ *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 11**

**REVISED:** June 2025  
October 2022; April 2019; June 2013

**PAGE: 1 of 4**

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## **COMPENSATION AND BENEFITS**

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### **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 grid 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 100% of the LTD, wherever possible, to ensure tax free benefits whenever LTD is collected, 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.

Healthcare Spending Account: (NEW Section):

18. Contact Brant provides a Healthcare Spending Account ("HCSA") to employees who participate in the Health and Dental Benefit Plan. The HCSA is designed to

help employees offset eligible medical, dental, and vision-related expenses that are not covered under provincial health insurance plans or the company's group benefits plan.

19. *Eligibility:* Employees must be employed and enrolled in Health and Dental Benefit Plan to be eligible for HCSA funds.
20. *Funding:* The HCSA limit is established by the Board during budget development for each fiscal year, up to a maximum of \$300 per year to each eligible employee.
21. *Unused credits:* Contact Brant allows a carry forward of unused HCSA funds for one fiscal year. Any amounts remaining after the carry-forward period will be forfeited and not paid out.
22. *Eligible Expenses:* Eligible expenses are defined by the Canada Revenue Agency (CRA) under the Income Tax Act and may include, but are not limited to:
  - Prescription drugs and medications
  - Vision care (e.g., prescription eyeglasses, contact lenses)
  - Dental services (e.g., orthodontics)
  - Paramedical services (e.g., physiotherapy, massage therapy)
  - Medical equipment and supplies
  - Mental health services (e.g. psychologist, social worker)

*Note: A full list of eligible medical expenses can be found on the CRA website or by contacting the Executive Assistant.*
23. *Claims:* Employees submit HSCA claims using the Expense Report directly to the Executive Assistant. Documentation must include the receipts and a statement from the Benefit Plan that the medical or dental expense was not covered, or the claim exceeded the Benefit Plan limit.
24. *Reimbursement:* Eligible expenses are paid fully, up to the total dollar amount available for the employee in the HCSA.
25. HCSAs are not cash accounts and funds are intended solely for reimbursement of eligible medical expenses. Employees are not eligible to cash out any balance.



## POLICY AND PROCEDURE MANUAL

**SECTION: Human Resources**

**POLICY: HR 15**

**REVISED:** June 2025

October 2022; May 2019; November 2018;  
April 2018; September 2015; June 2015

**PAGE: 1 of 4**

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### PROFESSIONAL CODE of CONDUCT

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#### 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, 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 ~~S~~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 ~~S~~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 ~~S~~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



**SECTION: Human Resources**

**POLICY: HR 16**

**DATE:** June 2025

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

**PAGE: 1 of 5**

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## **PROGRESSIVE DISCIPLINE**

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### **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 behaviour 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~~The CEO, 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 behaviour 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 behaviour or action that was considerably severe in nature and requires more than a verbal warning. The ~~S~~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 CEO will provide 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 ~~S~~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:** June 2025

**PAGE: 1 of 3**

October 2022; December 2021; September 2018;  
December 2012

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### TELEWORK POLICY

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#### **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, including on Telework days.
- 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 phone with them to remain available 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 all physical property loaned by the company is maintained in good working order and notify management immediately in the event that any equipment is broken, damaged, lost or stolen
  - Ensure their Outlook Calendar is kept updated with appointments as well as times the employee is not available for work and must be working during these times, taking breaks as outlined in the employee's contract;
  - Ensure regular communication with co-workers and supervisor;
  - Attend meetings via video conferencing, 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 at a time preferred by them;
  - Meet the terms and conditions of employment, and the application of all Policies and Procedures;
  - Immediately report any health and safety accident or incident to the employer, just as they would at the office so that it can be followed up on and investigated as required

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- Security, privacy and confidentiality of information must be maintained; by ensuring all confidential or proprietary information is secured using appropriate online security features such as firewalls or encryption or in locked filing cabinets, and that additional members of your household do not have access to this information;
- Employees must report any security breaches to their supervisor or alternate manager immediately;
- 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.

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- 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.



## POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 18

Revised: June 2025

October 2022; September 2022; April 2018;  
October 2014

PAGE: 1 of 5

### 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 Anti-Harassment Policy, Workplace Anti-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, and may result in disciplinary action up to and including termination of employment.

## **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:

- 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.
  - 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.
  - When the alleged, suspected, or witnessed incident of abuse may constitute a criminal offence, employees, students, or volunteers must immediately contact police.
    - Staff should record the attending police officer's name, number and division.
    - If unsure of the incident being a criminal offence, staff could consult with the Chief Executive Officer or designate.
  - 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.
    - Failure to report may result in disciplinary action up to and including termination of employment.
  - Employees will document details of the witnessed incident or the information as provided by the person; words should not be edited, corrected or censored.
  - All incidents of alleged, suspected, or witnessed incident of abuse will be reported and documented according to the Serious Occurrence Policy and Procedures.
  - 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).
- 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:** Health and Safety

**POLICY:** HS 01

**DATE:** June 2025

**PAGE:** 1 of 4

November 2022; July 2017; February 2016;  
November 2014; December 2012

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## HEALTH AND SAFETY POLICY

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### **PREAMBLE**

Contact Brant endeavours to provide a healthy and safe workplace. Contact Brant follows the requirements of applicable legislation and guidelines, including the *Employment Standards Act*, the *Occupational Health and Safety Act*, and the *Workplace Safety and Insurance Board (WSIB)* expectations. It is important for employees and management to work together to ensure a healthy and safe workplace.

Contact Brant accommodates injured or ill employees according to legal obligations and supports early intervention and rehabilitation through their Early and Safe Return to Work procedures.

#### Definitions:

*Accident* is defined in the *Occupational Health and Safety Act* as “a wilful and unintentional act, not being the act of the worker; a chance event occasioned by a physical or natural cause; and disablement arising out of and in the course of employment.”

*Occupational diseases* are defined in the *Occupational Health and Safety Act* related to “if a worker suffers from and is impaired by an occupational disease that occurs due to the nature of one or more employments in which the worker was engaged.” It further states that, “A worker is entitled to benefits for mental stress that is an acute reaction to a sudden and unexpected traumatic event arising out of and in the course of his or her employment. However, the worker is not entitled to benefits for mental stress caused by the employer’s decisions or actions relating to the worker’s employment, including a decision to change the work to be performed or the working conditions, to discipline the worker or to terminate the employment.”

*First Aid* includes but is not limited to: cleaning minor cuts, scrapes or scratches; treating a minor burn, applying bandages and/or dressings, cold compress, cold pack, ice bag, splint, changing a bandage or a dressing after a follow-up observation visit and any follow-up for observation purposes only.

*Health Care* is an injury that results in attention received from a recognized health care provider but that does not result in time away from scheduled work nor a wage loss.

*Near Miss* is an event that under different circumstances could have resulted in physical harm to an individual, damage to the environment, equipment, property and/or material.

*Fatality* - An injury that results in the loss of life.

*Critical Injury* - A critical injury means an injury of a serious nature that:

- Places a life in jeopardy;
- Produces unconsciousness;
- Results in substantial loss of blood;
- Involves the fracture of an arm or a leg but not a finger or toe;
- Involves the amputation of a leg, arm, hand or foot but not a finger or toe;
- Consists of burns to a major portion of the body; or,
- Causes the loss of sight in an eye.

*Lost Time Injury* - A work-related injury that results in the injured Employee missing scheduled time from work resulting in a wage loss.

*Property Damage* - An event where contact is made between two objects resulting in alteration to one or both of the objects.

*Occupational Illness* - A condition that results from exposure in a workplace to a physical, chemical or biological agent to the extent that normal physiological mechanisms are affected, and the health of the Worker is impaired.

*Environmental Release* - An accidental discharge of a physical, biological or chemical substance released into the workplace and/or community.

*Fire/Explosion* - An event where undesired combustion occurs.

## **POLICY**

Contact Brant is committed to the health and safety of employees and will take all reasonable precautions to protect the health and safety of employees including the prevention of occupational injuries and disease.

## **PROCEDURE**

1. The Chief Executive Officer or designate will notify the Workplace Safety and Insurance Board within 3 days of an accident at work to an employee if the accident necessitates health care or results in the employee not being able to earn full wages. The employee will also receive a copy of this form.
2. The *Occupational Health and Safety (OHS) Act* and regulations and the *Workers' Compensation Act* establish the incident notification and reporting requirements. Refer to the Workplace Incident and Accident Reporting Procedure in this manual.
3. Incident Investigation: Contact Brant will ensure that all applicable work-related injuries, illnesses, and incidents are investigated, analyzed, and reviewed in a timely manner so as to prevent the recurrence of future unplanned events. Refer to the *Incident Investigation Procedure* in this manual.
4. The Chief Executive Officer will take measures to prevent further incidents by:
  - Reviewing any Accident/Incident reports with staff at the monthly staff meeting.
  - Providing an annual Report of Accidents/Incidents to the Board.

5. First Aid Requirements: Provisions for first aid are a legislative requirement of the Workplace Safety Insurance Act (WSIA). Through prompt treatment by first aid trained personnel, pain and suffering endured by injured workers may be minimized, and where required, injured workers will be sent for urgent medical care.

5.1 *Availability of First Aid Kits*: A First aid kit is available in the kitchen cupboard ~~beside the photocopier~~ for use by any employee not requiring the assistance of a first aid trained personnel.

- Employees approved for telework will be provided with a First Aid Kit for their home office.

5.2 *First Aid Station*: The First Aid Emergency Kit, to be used by the first aid trained personnel, are kept in the supply kitchen cupboard ~~area~~. Contact Brant should have at least 1 person trained in Standard First Aid & CPR in the office.

The supplies (for 16 - 199 workers) will include the following:

- A current edition of a standard St. John's Ambulance First Aid Manual
- 1 stretcher
- 2 blankets
- First Aid Kit containing at a minimum:
  - 24 safety pins
  - 1 basin (preferably stainless steel)
  - 48 adhesive dressings (individually wrapped)
  - 2 rolls of adhesive tape, 1 inch wide
  - 12 rolls of 1-inch gauze bandage
  - 48 sterile gauze pads, 3 inches square
  - 8 rolls of gauze bandage, 2 inches wide
  - 8 rolls of 4-inch gauze bandage
  - 6 sterile surgical pads suitable for pressure dressings (individually wrapped)
  - 12 triangular bandages
  - 2 rolls of splint padding
  - Splints of assorted sizes.

5.3 *First Aid Certificates Posted*: First aid/CPR training certificates for each of the designated first aid attendants will be posted at the First Aid Kit Station. A listing of the names of employees that are first aid/CPR qualified will also be posted on the health and safety bulletin board.

5.4 *First Aid Treatment Log*: The first aid log will be maintained by the first aid attendant(s) to document first aid treatment or advice provided by the first aid attendants in their work areas.

- The first aid log must be completed by the attendant every time an employee receives first aid treatment, regardless of how minor the injury and will describe the following information regarding the incident:
  - The date and time of the injury;
  - The name of the injured employee;
  - A description of the injury detailing the nature and exact location (part of the body) of the injury;

- The nature of the treatment provided; and,
- The name of the first aid Attendant providing treatment.

5.5 First Aid Kit Inspection and Records: The Emergency First Aid Kit will be inspected and document on a monthly basis by the ~~designated first aid attendants~~Health and Safety Committee, using the *First Aid Inspection Checklist*. Any deficiencies will be identified to the Executive Assistant for replacement.

- ~~The first aid attendant will document the results of their inspection on the *First Aid Inspection Checklist*. Any deficiencies will be documented so that additional supplies can be requisitioned by management.~~

6. Posting Requirements: The following documents are required to be posted in a conspicuous location (refer to the Health and Safety bulletin board by the photocopier) and/or provided to those working in a home environment:

- Ontario Occupational Health and Safety Act (Green Book)
- A signed and dated copy of the Health and Safety Policy statement
- An up-to-date copy of the OHS “Health and Safety at Work: Prevention Starts Here.”
- ~~Your Business’s~~ The Anit-Violence and Anti-Harassment Policyies, including reporting procedures
- Information for staff regarding Hazardous Material in the Workplace; ~~required by law~~
- “In Case Of Injury” poster published by the Workplace Safety and Insurance Board
- Emergency Contact List
- Health and Safety representatives ~~or Committee Members~~
- First Aid training certificate of staff member(s) trained.

7. Employee Responsibilities: Employees must comply with their duties under the OHSA:

- Work in compliance with the Act and regulations;
- Use or wear any equipment, protective devices, or clothing required by the employer;
- Report to ~~the employer or supervisor~~ management any known missing or defective equipment or protective device that may endanger the worker or another worker;
- Report any hazard or contravention of the Act or regulations to a manager ~~the employer or supervisor~~.



## Health and Safety Policy Addendums

**SECTION:** Health and Safety

**POLICY:** HS – 01 Addendum A - I

**DATE:** June 2025

**PAGE:** 1 of 18

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### **A. INCIDENT INVESTIGATION PROCEDURE**

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#### Definitions:

*First Aid* - Includes but is not limited to: cleaning minor cuts, scrapes or scratches; treating a minor burn, applying bandages and/or dressings, cold compress, cold pack, ice bag, splint, changing a bandage or a dressing after a follow-up observation visit and any follow-up for observation purposes only.

*Health Care* - An injury that results in attention received from a recognized health care provider but that does not result in time away from scheduled work nor a wage loss.

*Near Miss* - An event that under different circumstances could have resulted in physical harm to an individual, damage to the environment, equipment, property and/or material.

*Fatality* - An injury that results in the loss of life.

*Critical Injury* - A critical injury means an injury of a serious nature that:

- Places a life in jeopardy;
- Produces unconsciousness;
- Results in substantial loss of blood;
- Involves the fracture of an arm or a leg but not a finger or toe;
- Involves the amputation of a leg, arm, hand or foot but not a finger or toe;
- Consists of burns to a major portion of the body; or,
- Causes the loss of sight in an eye.

*Lost Time Injury* - A work-related injury that results in the injured Employee missing scheduled time from work resulting in a wage loss.

*Property Damage* - An event where contact is made between two objects resulting in alteration to one or both of the objects.

*Occupational Illness* - A condition that results from exposure in a workplace to a physical, chemical or biological agent to the extent that normal physiological mechanisms are affected, and the health of the Worker is impaired.

*Environmental Release* - An accidental discharge of a physical, biological or chemical substance released into the workplace and/or community.

*Fire/Explosion* - An event where undesired combustion occurs.

1. Incident Investigation: Contact Brant will ensure that all applicable work-related injuries, illnesses, and incidents are investigated, analyzed, and reviewed in a timely manner so as to prevent the recurrence of future unplanned events.
  - 1.1 This procedure applies to all employees for the following categories:
    - Fatalities
    - Critical injuries
    - Lost time injuries
    - All personal injury accidents, involving health care but not first aid
    - Occupational Illness
    - Fires and explosion
    - Environmental releases and/or chemical spills require the Ministry of Environment to be contacted
    - Near miss incidents (including property damage as may be determined).
  - 1.2 The investigating supervisor, or their designate, will ensure they bring an Investigation Kit which should include:
    - Digital camera
    - Tape measure
    - Clipboard, a pad of paper, pens, pencils
    - 'DO NOT ENTER/CAUTION' tape, and
    - Investigation procedure and investigation forms.
  - 1.3 The investigating Supervisor will perform the following task during the investigation:
    - Visit the scene, gather and record evidence;
    - Conduct interviews and interview all witnesses separately - ensure the interviews are conducted as soon as reasonably possible:
      - Ask open-ended questions that don't allow a Yes/No answer.
      - Use silence to elicit more information.
      - Ask for opinions, and then ask why they think that way;
      - Evaluate evidence and draw conclusions.
    - Interview outside experts, if applicable (for example suppliers, etc.).
    - The interviews should be conducted in a quiet place (for example, the Supervisor's office), one on one;
    - The interview must be documented (see *Witness Statement Form*);
    - Make observations, and use the scene assessment form to document the scene (site, equipment, material);
    - Use photographs/sketches/drawings etc.;
    - A written narrative (summary) of what happened, include witness statements:
      - Identify contributing factors;
      - Factors to consider are People, Equipment and Material, Environment, Process, and including what role the factor played.

- Use the WSPS Investigation Form to identify contributing factors through a review of items such as maintenance records, drawings, training records, time of day, length of service in this work area, etc. Consideration is given to lack of safety equipment enforcement and/or the need for safety equipment; and,
- Copies of the investigation report are sent (when the investigation is completed) to the CEO.

#### 1.4 Recommendations for Corrective Action to be made by the Supervisor:

- Responsibility must be assigned to implement the recommendations.
- The actions must be recorded on or attached to the investigation report form and must include:
  - What has been done;
  - Who has completed the actions; and,
  - When the actions were completed.

## 2. Supervisor Roles and Responsibilities:

### ● *Initial Response:*

- In the case of personal injury, the Supervisor ensures that the injured employee(s) receives appropriate first aid or health care;
- Ensure the First Aid Log book is completed by the First Aider and kept available;
- Ensure the Worker receives and completes the *WSIB Reporting Work-Related Injuries*;
- Secure the scene of the injury/incident; and
- Gather basic details of the event – who, what, where, when, how.

### ● *Critical Injury Investigation:* Should the injury involve a critical injury:

- The accident scene must be cordoned off and protected to assure it is not disturbed, except for the purpose of (i) saving life or relieving human suffering; or (ii) maintaining an essential public utility service or public transportation system; or, (iii) preventing unnecessary damage to equipment or other property; or (iv) until permission to do so has been given by a (MOL) Inspector.
- The Supervisor will investigate the injury/incident and complete the *WSPS Investigation Form* within 24 hours of the injury/incident or as soon as practicable.
- The Supervisor will contact the Joint Health and Safety Committee as required to help investigate the injury/incident.
- The Supervisor notifies appropriate personnel as soon as possible:
  - Internal – by contacting the CEO.
  - External:
    - For Critical and Fatal Injuries (under Critical injury regulation), contact the Ministry of Labour immediately; a written investigation report must be completed and sent within 48 hours.

Refer to the Ministry of Labour Reporting Procedure for more details.

- For Fire and Explosion: Contact the Ministry of Labour immediately, if it results in an injury.
- For Chemical Releases: Contact the Ministry of Environment immediately.

- Observe reporting deadlines for external agencies.
- Note: The Supervisor can request assistance from any other source that may be available.

3. Joint Health and Safety Committee Roles and Responsibilities:

- The Joint Health and Safety Committee should be involved in the investigation of all injuries, illnesses and incidents. This is at the discretion of the investigating Supervisor unless it is a fatal or critical injury in which case:
  - The Joint Health and Safety Committee must be involved in the investigation of a fatality or critical injury.
  - The Health and Safety Committee and the Supervisor together conduct the investigation and assist in completing the report; and,
  - Both the Supervisor and the Joint Health and Safety Committee sign the injury/incident investigation report upon completion.

4. Worker Roles and Responsibilities: Immediately report all work-related injuries, illnesses and incidents to the CEO and/or Supervisor.

- Cooperate and not interfere with investigations being conducted by internal and external personnel.

5. Investigation Report: The completed Investigation Report, with Action Plan, if appropriate, will be available in:

- The CEO's File: For Management reference and potential/possible use at meetings between Management and the Joint Health and Safety Committee, etc.
- Investigations will be recorded in an Incident Summary and provided to the CEO.
- Copies of all Accident/Incident Reports and Investigations will be kept on file for a period of 5 years following the incidents.

6. Training: The Joint Health and Safety Committee, all Supervisors who are required to conduct investigations, and the CEO will receive formal investigation training. This training will occur within the first month of employment or as soon as practicable.

7. Evaluation and Review: This procedure will be reviewed by the CEO in cooperation with the Joint Health and Safety Committee on an annual basis or if an investigation identifies revisions are required.

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## B. Inspection and Audit Procedures

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### Definitions:

*Informal Inspection* - A visual inspection of the work area(s)

*Formal Inspection* - A documented inspection of the work area(s).

*Audit* - An evaluation of the overall Health & Safety Program and management system. This includes such items as policies, procedures, communication, administration, documentation, education and training.

1. *Inspections*: The purpose of an inspection is to identify actual or potential hazards in the workplace that can lead to an incident. .
  - 1.1. *Workplace Inspections*: Employees completing inspections (Inspectors) will use the following tools to conduct appropriate inspections:
    - *Workplace Inspection Checklist*;
    - Previous inspection report(s); and/or,
    - Incident/injury reports to review, if needed, corrective action that has been taken.
  - 1.2. Establish an annual documented schedule for workplace inspections (see roles and responsibilities for timeframes).
  - 1.3. Any hazards or unsafe conditions observed while conducting the inspection are to be corrected immediately, if possible. This includes notifying the Supervisor or CEO where the hazard was identified and recording the notification on the inspection worksheet.
  - 1.4. A minimum of 2 Employee contacts or observation(s) of activities will be conducted during each workplace inspection. Results of the inspections are to be documented on the *Workplace Inspection Checklist*.
  - 1.5. The following must be completed after returning from the inspections:
    - Those conducting the inspection must sign the original completed inspection worksheet.
    - Post completed inspection reports on the health and safety board within one week after the inspection; maintain the posting for one month.
    - The inspector(s) will forward the original, completed workplace inspection checklist to the Manager of Service Coordination within one week of the date of inspection.
    - The Manager of Service Coordination will review, sign, and forward copies back to the Inspector(s) with corrective actions for the identified items that includes a timeframe to correct hazards. A copy will be given to the CEO.
    - The CEO reviews and returns a copy of the updated and completed workplace inspection checklist adding their comments or recommendations as may be applicable.
    - If a new hazard is created, it must be rated (Major, Moderate, Minor –

using the *Hazard Assessment Form*), and recommendations for corrective action developed including assigned timeframes, documentation (who, what, when) and a follow up documented report.

- Specific inspection schedules with dates and participants will be documented and posted.
2. *Audits*: The purpose of an audit is to evaluate Contact Brant's Health & Safety Program against a defined standard in the industry. The Occupational Health and Safety Act requires an employer to review its Health and Safety policies and its program at least annually. This may be conducted internally or through a third party.
    - An audit report must identify all gaps with recommendations for closure.
  3. *Management Roles and Responsibilities re Inspections and Audits*:
    - Coach and support staff on formal inspections of offices and customer locations where required;
    - Schedule annual audits (internal or external) of the Health and Safety Program;
    - Ensure that the inspection and audit process is being followed.
    - Ensure all staff will receive communication on this procedure during orientation.
    - *Training*: All Management, Supervisors, and Joint Health and Safety Committee members will attend Workplace Inspection training, which will include: (i) identification and assessment of hazards, and (ii) how to conduct a workplace inspection.
  4. *Supervisor Roles and Responsibilities*:
    - Conduct informal inspections on an ongoing basis and formal inspections of offices, warehouse and other locations monthly;
    - Ensure corrective actions identified during inspections are implemented; and,
    - Complete corrective action plans for audits.
  5. *Joint Health and Safety Committee Roles and Responsibilities re Inspections/Audits*:
    - Conduct formal monthly workplace inspections as scheduled;
    - Ensure inspection results are documented and communicated to the Manager of Service Coordination for all hazards and for the assignment of corrective actions; and,
    - Ensure all hazards identified during inspections are communicated.
  6. *Employee Roles and Responsibilities re Inspections/Audits*: Participate in the formal inspection process when required.
  7. *Evaluation and Review*: The CEO in cooperation with the Joint Health and Safety Committee will evaluate the compliance and effectiveness of this procedure at least annually.
  8. *Forms*: Workplace Inspection Checklist
    - 8.1. Copies of Workplace Inspections will be posted on the applicable health and safety board for one (1) month.
    - 8.2. Copies of Workplace Inspections will be maintained by the Supervisor.

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### **C. SAFE LIFTING PROTOCOL: Tips for Safe Lifting**

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- Plan before you lift. Remove anything that is in the way. Pushing is easier than pulling. Pulling is easier than carrying. Lowering loads causes less strain than lifting.
- Get help for heavy or bulky loads. Use equipment like a cart to help when possible.
- Warm up your muscles with gentle stretches before you lift. This is very important if you have been sitting for more than 15 minutes before lifting.
- Test the weight of the load first. Be sure that you can handle it safely. A big load of the same weight will put more strain on your body than a small load. Break your load into smaller or lighter loads.
- Face the way you need to move. Avoid twisting or side bending. Turn your entire body. Place your feet wide apart to keep your balance.
- Hold the load close to your body. Grip the load using your whole hand not just the fingers. Using your whole hand will give you the greatest grip area and strength. Balance your load evenly between both arms.
- Lift with as straight a back as is comfortable. Tighten your abdominal (stomach) muscles. Bend your legs so they do the lifting.
- Keep the load between shoulder and knee height. Avoid reaching.
- Change your position and stretch to relax and rest your tired muscles.
- You need time to recover your strength between lifts to be able to work safely. Repeated and long lifts are the most tiring. Switch between heavy loads and lighter ones.
- Plan where to set the load down. Place loads on raised platform. Leave enough room for your hands to grip the load. Avoid placing loads directly on the floor.
- Rest more often when it is hot and humid.
- Take more time to warm up your muscles when it is cold.

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### **D. ERGONOMICS PROTOCOL MUSCULOSKELETAL DISORDER (MSD) HAZARDS**

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1. Contact Brant must be aware that Hazards related to poor ergonomics must be treated the same as any other workplace hazard. This means they need to be:
  - recognized and identified
  - assessed
  - eliminated or controlled.
2. Employers who are covered by the OSHA and its regulations, have legal obligations to protect workers from hazards due to poor ergonomics, such as:
  - musculoskeletal disorder

- visibility
  - fall.
3. To reduce MSD risk, Contact Brant must:
- keep equipment in good condition
  - provide information, instruction and supervision
  - communicate hazards
  - take every precaution reasonable in the circumstances
  - make sure monthly inspection takes place
  - review and comply with applicable regulations.
4. Keep equipment in good condition: Equipment, materials or protective devices that are in disrepair can increase the risk of an MSD. Under clause 25(1)(b) of the OHSA, employers must make sure the equipment, materials and protective devices they provide are maintained in good condition. For example:
- wheels on carts are not broken, misaligned, flat, have items caught in them or tangled with debris. This is because wheels in disrepair can increase the push/pull forces required to move the cart
  - bearings are properly maintained, otherwise the effort required to move the equipment increases (for example, dumping cement from a cement mixer)
  - seats do not have missing or torn padding; otherwise, the amount of whole-body vibration transmitted to the worker may increase
  - hand tools do not have broken handles; otherwise, contact stress may injure the worker's hand
  - height-adjustable equipment is not broken; otherwise, awkward postures may result
  - chairs are not in disrepair; otherwise, the worker may experience poor posture
  - keyboard trays are functioning correctly, so the keyboard is at a proper height
  - overhead or task lighting is functioning correctly; otherwise, the worker may experience awkward postures or eye strain.
5. Provide information, instruction and supervision: Under clause 25(2)(a) of the OHSA, employers must give their workers information, instruction and supervision to protect their health and safety. This may include:
- safe-work methods specific to the workplace that target a reduction in MSD risk
  - manual materials handling techniques (for example, safe lifting, team lifting, site-specific lifting, safe pushing/pulling, etc.)
  - client handling techniques
  - computer ergonomics
  - safe ways of using equipment
  - how to recognize the signs and symptoms of MSDs and the importance of early reporting
  - how to recognize and report MSD hazards
  - workstation setup and work practices that reduce MSD risk.
6. Employers must also make sure that workers are supervised, so they perform the work safely and follow the information and instruction correctly.

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## E. MENTAL HEALTH AND WELLNESS PROTOCOL

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Contact Brant recognizes that Psychological injuries may be work-related, and discriminatory treatment based on mental health disabilities and addictions may occur in the workplace. There are laws in Ontario that cover three different areas:

- freedom from discrimination and duty to accommodate
  - workplace safety insurance
  - occupational health and safety.
1. Freedom from discrimination and the duty to accommodate: The Ontario Human Rights Code states that every person has a right to equal treatment in employment without discrimination or harassment based on disability, among other grounds. Disability includes mental health disabilities and addictions. For example, an employer cannot fire a worker or deny them a job or promotion because of mental health issues or other disabilities. The employer has a duty to accommodate the workers' disability-related needs unless doing so would cause undue hardship, based on high costs or health and safety factors.
  2. The Ontario Human Rights Code (OHRC) has a mandate to protect, promote and advance human rights in Ontario through education, policy development, public inquiry and litigation. It has developed a policy on preventing discrimination based on mental health disabilities. OHRC sets out the roles of the three pillars of the human rights system:
    - Ontario Human Rights Commission (OHRC)
    - Human Rights Tribunal of Ontario (HRTO)
    - Human Rights Legal Support Centre (HRLSC).
  3. Workplace safety insurance: A worker may be entitled to compensation under the Workplace Safety and Insurance Act (WSIA) if they experience chronic or traumatic work-related mental stress.
  4. Post-traumatic stress disorder presumption: If a specified professional diagnoses certain workers with post-traumatic stress disorder (PTSD), the Workplace Safety and Insurance Board (WSIB) may presume their PTSD is work-related unless proven otherwise. This applies to workers, including:
    - nurses who provide direct patient care
    - provincially regulated first responders (for example, paramedics, police, firefighters)
    - specified workers in a correctional institution.
  5. Occupational health and safety: Workplace violence and workplace harassment may result in psychological injury. The Occupational Health and Safety Act (OHSA) sets out the rights and duties of all those who have a role in dealing with workplace violence and workplace harassment. The OHSA requires employers to:
    - have workplace violence and workplace harassment policies and programs in place
    - ensure that appropriate information is shared with workers about these policies and programs.

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## F. LADDER SAFETY PROCEDURE

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1. The purpose of this procedure is to provide guidelines for selecting, using and maintaining ladders. This procedure applies to all employees and contractors.
2. As per Ontario Regulation 851, s. 85 of the OHS Act; Worker(s) exposed to the hazard of falling more than three (3) meters, must meet the requirements of the Working at Heights Procedure.
3. Portable Ladders: As per Ont. Reg. 851, s. 73 of the OHS Act, all portable ladders must meet the following requirements, at a minimum:
  - Have non-slip feet;
  - Be placed on a firm footing;
  - Be free from broken or loose members or other faults;
  - Be securely fastened, or held in place by one or more workers while being used if the ladder is likely to be endangered by traffic.
4. Proper Use of Ladders
  - Check the ladder for defects at the start of use;
  - Areas surrounding the base and top of the ladder should be clear of trash, materials and other obstructions;
  - The base of the ladder should be secured against accidental movement. Use a ladder equipped with non-slip feet appropriate for the situation;
  - The ladder must be set up on firm level surface, if its base is to rest on soft, un-compacted or rough soil, a mud sill should be used;
  - Check all overhead areas for such things as power lines, etc.;
  - Ladders should not be placed against flexible or moveable surfaces;
  - Maintain 3-point contact when climbing up or down a ladder. That means two hands and one foot or two feet and one hand on the ladder at all times. This is especially important when you get on or off a ladder at heights;
  - Whenever possible, avoid climbing up or down a ladder while carrying anything in your hands. Materials should be placed handed to another individual, if necessary;
  - Never straddle the space between a ladder and another object;
  - Never erect ladders on boxes, carts, tables or other unstable surfaces; and,
  - Never rest a ladder on its rungs, ladders must rest on their side rails only.
5. Maintenance and Inspection:
  - Ladders will be visually inspected prior to use;
  - Any ladder found to be defective shall be taken out of service and tagged "DO NOT USE"; and,
  - Once tagged, the ladder must not be used.

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## G. LONE WORKING PROTOCOL

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1. Contact Brant is committed to complying with all of the provisions contained in the Ontario Health and Safety Act including putting processes and procedures in place to ensure the safety of all its employees who may be required to work alone and in isolation (Work From Home).
2. Whenever a worker is required to work alone, Contact Brant shall:
  - 2.1. Conduct an assessment that is reasonable in the circumstances to identify any existing or potential risks or hazards that may arise from conditions or circumstances of the lone work, taking into account, but not limited to:
    - The number of times workers can expect to be working alone
    - First aid kit on hand
    - Communication between worker and employer is available while they are working alone
    - Access to 911, Fire, Emergency while working alone.
    - Ability to report any incidents, accidents, etc. to appropriate authorities, up to and including police.

Working from Home - Employer Responsibilities: Employers are expected to:

- Provide relevant health and safety information and plans to ensure the employee's safety while working from home, including but not limited to ergonomic safety, fire safety, and working alone, and ensure employees are following these expectations.
- Set clear expectations are surrounding duties, expectations, and deadlines as well as the importance of taking scheduled breaks.
- Provide the necessary information and equipment the employee requires to complete their duties and maintain client and company information safely and confidentiality.

3. Working from Home - Employee Responsibilities: Employees are expected to:

- Be working during the times set out in their employment contract, taking breaks as outlined.
- Maintain contact with the office and keep managers informed about the status of projects and any issues that arise.
- Behave in a professional, respectful, and courteous manner always when representing the organization, whether by phone, email, or any other internet platform or communication channel.
- Follow the health and safety guidelines provided by the employer for setting up a safe working environment at home, including but not limited to office ergonomics, fire and electrical safety, and violence and harassment.
- Immediately report any health and safety accident or incident to the employer, just as they would at the office so that it can be followed up on and investigated as required.
- Ensure all computers, devices and operating systems are set up according to the specifications of Contact Brant.

- Ensure all confidential or proprietary information is secured using appropriate online security features such as closed internet connections, firewalls, encryption, or locked filing cabinets. Employees must report any security breaches to their Supervisor immediately.
  - Ensure all physical property loaned by the company is maintained in good working order and notify management immediately in the event any equipment is broken, damaged, lost or stolen.
4. All property of Contact Brant, including physical property and intellectual property, remains the property of the organization and must be returned to Contact Brant when working from home is no longer an option or at the end of the employment relationship, whichever occurs first.
  5. Any employee who fails to comply with the responsibilities outlined in this policy may have their working from home privileges revoked or be subject to disciplinary action, including termination of employment.

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## **H. EARLY AND SAFE RETURN TO WORK PROGRAM**

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1. Contact Brant will make every reasonable effort to help an injured employee stay at work or return to work (RTW). This Early and Safe Return to Work (ESRTW) program will help ensure that as an organization, we are committed and able to supply modified/accommodated duties to all employees, where possible, and without undue hardship.
2. Contact Brant has implemented a modified duty program. The program will assist in promoting a timely return to work of employees. This procedure applies to all Employees with an occupational injury, illness or disability which results in absence from work, loss of wages, or requires accommodation.
3. Definition of Modified Duty - The modification of an employee's position (Work Hardening or Transitional Work) that allows for the employee to carry out the work assigned with-in the employees' capabilities. This might include, but is not limited to, changing of work tasks (transitional work), or hours of work (sometimes referred to as work hardening).
4. Disclosure of Information: In order to facilitate an effective and appropriate Return to Work Case Plan for an injured Worker the Supervisor and/or Management will be allowed access to:
  - Restrictions/Limitations, and,
  - Functional abilities (cognitive, environmental and physical).
5. Principles of Modified Duty: Contact Brant recognizes that a temporarily disabled employee can and should be performing meaningful and productive work. The Early and Safe Return to Work Procedure (ESRTW) gives structure and organization to this principal and recognizes the employer's and employee's joint responsibility to participate in the rehabilitation of the employee. Specifically:
  - The work must be productive and the result must have value;
  - The work provided must not aggravate the employee's condition;

- The employee's condition must not constitute an additional hazard to the employee or fellow employee(s) while performing the duties assigned;
  - The duration of the modified duty will be determined at the commencement of the program, wherever possible;
  - Prior to starting the modified duty, the employee and employer will review and sign an *Offer of Modified Duties* with respect to the hours of work, the reporting requirements and the nature and duration of the modified duty position;
  - The Functional Abilities of the employee will be reviewed for the modified duty; and,
  - The employee is required to supply medical progress reports every two weeks or as often as determined by Management.
6. General Procedure:
- All employees are required to report any occupational injury/illness to their Supervisor immediately, or as soon as reasonable; and,
  - Upon learning of a work-related injury/illness the employee's Supervisor will follow the Injury, Illness and Incident Reporting procedure.
7. Communication Protocol:
- Communication with the Injured Worker will be documented on the *Contact Log* by Management;
  - Communication is to be conducted on a regular basis, while the employee is off work (at least once a week or as frequent as may be required). This will be determined on a case by case basis; and,
  - When an employee is on modified duties, communication should be daily.
8. CEO Roles and Responsibilities:
- Develop in consultation with the Supervisor, the *Modified Duties Offer Letter* and the *Return to Work Case Plan*;
  - Provide a fair and consistent rehabilitation policy for injured employees disabled due to illness or injury;
  - Provide a meaningful employment for temporarily disabled employees and promote the ESRTW Procedure;
  - Determine and maintain medical monitoring and treatment with the use of the *Functional Abilities Form*. The frequency of medical contacts can be determined on a case by case basis;
  - Facilitate communication between the agency, the employee, and the treating agency of the employee;
  - Assist in the modification of the workplace;
  - Explain the objectives and requirements of the ESRTW program;
  - Oversee the progress of the employees modified duties; and,
  - Liaise with the employee's treating agency and other agencies, when required.
  - Communicate this procedure to all employees during orientation. Any revisions or modifications of this procedure will be communicated to all employees upon initial hire or appointment, and reviewed annually.
  - Ensure Supervisors receive specific training on their roles and responsibilities under this procedure.

- Review the effectiveness of the procedure and program annually in cooperation with the Joint Health and Safety Committee.

#### 9. Supervisor Roles and Responsibilities:

- Advise the employee of the availability of work hardening or transitional work;
- Assist in the creation the Modified Duties Offer Letter and *Return to Work Case Plan*;
- Provide the employee with the *Employee's Kit for Reporting Work Related Injuries* as well as *Modified Work Offer Letter* and *Return to Work Case Plan*;
- Maintain communication with the employee on modified duties and monitor their progress and the effectiveness, on an individual case by case basis;
- Submit weekly progress reports to the CEO;
- Ensure the Injured Worker obtains and submits page 3 of Form 8 (this page provides functional abilities and return to work information) following the initial visit with the Health Care Professional;
- Ensure the worker obtains and submits a *Functional Abilities Form* from the Health Care Professional, if required after a subsequent visit;
- Ensure the employee signs the *Acknowledgement Form* in receipt of the Employee's Kit for Reporting Work Related Injuries, and their understanding of their responsibilities;
- Document and forward any communication and/or concerns with the return to work plan to the CEO; and,
- Monitor the employee's compliance to the return to work plan including any restrictions of abilities which may apply.

#### 10. Worker Roles and Responsibilities:

- Maintain regular contact with the Supervisor;
- Take an active role in developing their *Return to Work Case Plan*;
- Communicate any concerns to their Supervisor and the CEO;
- Obtain the necessary forms from the treating agencies as may be required by the employer;
- Submit all *Functional Abilities Forms* or other supporting health care documentation to the CEO with 24 hours of treatment;
- Ensure that other scheduled rehabilitation activities such as physical therapy or doctor's appointments are continued while on modified duty. These appointments are to be arranged whenever possible during non-work hours;
- Co-operate with all requests for documentation as required by the WSIB and the employer;
- Attend all scheduled ESRTW meetings;
- Must work within their functional abilities and/or restrictions as per the return to work plan;
- Obtain and submit page 3 of Form 8 (this page provides functional abilities and return to work information) from their Health Care Professional and return to their Supervisor; and,
- Obtain and submit a *Functional Abilities Form* from the Health Care Professional, if required from Supervisor after a subsequent visit.
- Your Health Professionals are expected to:
  - To provide up to date medical information;
  - Fill in the forms as requested; and,

- Act as a resource.

#### 11. Workplace Safety & Insurance Board (WSIB):

- Process all reports/claims of occupational injury, illness, or disability; and,
  - Act as a resource to the employer and the employee.
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### **I. WORKPLACE INCIDENT AND ACCIDENT REPORTING PROCEDURE**

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#### Definitions:

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

**First Aid:** First Aid is the one-time treatment or care and any follow-up visit(s) for observation purposes only. First aid includes, but is not limited to:

- Cleaning minor cuts, scrapes, or scratches
- Treating a minor burn
- Applying bandages and/or dressings, cold compress, cold pack, or ice bag
- Applying a splint
- Changing a bandage or a dressing after a follow-up observation visit.

**Health Care:** Services requiring the professional skills of a health care practitioner (e.g., doctor, nurse, chiropractor, or physiotherapist).

- Services provided at hospitals and health facilities.
- Also report if dentures, glasses and/or artificial appliances (e.g. prosthetic arm) were damaged while being in a work-related accident.

**Incident:** Any event where there was a workplace injury or illness, damage to property, first aid was administered, or a near miss.

**Lost Time:** Any absence from work (except the date of the incident) as a result of a work-related injury.

**Near Miss/Incident Only:** A work-related incident without personal injury or property damage but with the potential for personal injury or property damage. Examples include a slip and fall, workplace harassment, an object falling and nearly striking a person, etc.

**Property Damage:** An incident that results only in damage to facilities, equipment, tools or vehicles without injury to an employee.

**Workplace Injury:** Any injury that occurs on Contact Brant premises or during the transaction of approved business that requires either First Aid or Health Care.

1. What should be reported? All incidents, accidents, and hazards must be reported to Contact Brant and responded to appropriately. All employees must recognize that reporting hazards, incidents, injuries, and illnesses is essential for maintaining a safe and healthy workplace; a proactive approach is needed by staying aware of potential risks and taking efforts to mitigate them.

2. Employees are encouraged to report all incidents no matter how minor. Injuries that are very minor like small cuts, non-extensive bruises etc. and would not normally require any type of medical attention, do not need to be reported (although any injury can be reported).
  - Incidents that involve minor injuries and require basic first aid treatment by a First Aider need to be reported at minimum in the Injury Log in the First Aid Station.
  - Incidents that involve more serious injuries and require health care treatment must be reported after the safety and wellbeing of the employee has been taken care of. The following require reporting to the CEO or alternate:
    - Damage to the skin (e.g. extensive burns, bruises or cuts)
    - Damage to the head, skull and face
    - Damage to any of the senses (e.g. partial or complete loss of hearing, sight etc.)
    - Any injury that requires hospitalization or medical care
    - Slips, Trips or Falls
    - Contamination from hazardous substances or transmission of diseases
    - Incapacitation or dislocation of limbs that hinder functionality and movement (including paralysis and amputation)
    - Blows or injuries to the spine, back and ribs
    - Harm to the nervous system or loss of consciousness (e.g. electrocution, hypothermia)
    - Poisoning
    - Fatalities
  - Incidents that may not have involved injuries but could be potentially dangerous situations. These include, but are not limited to:
    - Explosions
    - Slippery surfaces
    - Water or gas leaks
    - Inadequate insulation of circuits
    - Collapses of walls, ceilings etc.
    - Breaking of window glasses or frames
  - Employees are also expected to report hazards to their manager/supervisor. Employees must report the following:
    - Unsafe Act or behaviours that could lead to an accident/incident. Examples of unsafe acts can include using equipment in an unsafe or careless manner or not using Personal Protective Equipment as required.
    - Unsafe Conditions or circumstances that could allow an accident to occur. Examples of unsafe conditions include slippery work surfaces and containers that are not labelled.
3. When an employee witnesses or is involved in an incident.
  - a) Ensure first aid is performed by certified first aid employees on injured persons.
    - If medical aid is required, contact EMS personnel immediately

- Contact Brant will provide transportation to medical facility and/or pay the cost for transportation
  - b) Report the incident to the immediate manager as soon as possible. Employees should also complete an Incident Report.
  - c) Depending on the severity of the injury, an immediate investigation by JHSC may be required. If this is the case, the manager will contact the JHSC Chair to begin the investigation.
  - d) Once the Incident Report Form is given to the manager, the manager will then scan and upload to the Incident Report folder found on Q - Joint Health & Safety Committee - Incident Reporting.
  - e) Depending on the severity of the incident, the Incident Report may need to be submitted to the CEO for reporting to WSIB.
4. If an employee anticipates an accident due to perceived negligence or inadequate safety, they must notify their manager or JHSC representative as soon as possible so an incident can be prevented.

Refer to the Incident Investigation Procedures if an investigation is required.

5. First Aid Reporting: All records of first aid provided must be retained in the Contact Brant first aid logbook.
6. Serious Injury Reporting: In the case of a serious injury, the supervisor must take the following steps:
- Step 1 – Secure and manage the accident scene
    - Initiate first aid and call 911
    - Immediately report serious injuries or fatalities to the immediate supervisor.
    - Secure the scene but do not alter the accident site.
  - Step 2 – Notify appropriate parties
    - An employee shall immediately notify the Joint Health and Safety Committee of a serious injury or fatality and provide a written report within 48 hours.
7. Hazard Reporting Procedure: Upon the discovery of a hazard, an employee must:
- Complete the *Hazard Reporting Form* indicating whether the hazard is minor, moderate, or major. Note: If the hazard is minor and can be corrected in a healthy and safe manner by the employee or supervisor, they should proceed and then record the action taken on the back of the Hazard Reporting Form.
  - Distribute the completed form to the Manager, with copies being given to the CEO and the Joint Health and Safety Committee.
  - The Manager will complete the *Hazard and Risk Assessment Form* to assess and rate the hazard.
  - All responses will be reported on the *Hazard Response Form*, with copies sent to the employee reporting the hazard, the Joint Health and Safety Committee, the Manager of Service Coordination (the Health and Safety Coordinator) for record-

keeping purposes, and the CEO.

#### 8. Roles and Responsibilities

- The CEO will act as a resource to supervisors and workers; and review completed Incident or Hazard Report Forms to identify any other improvements, corrective action or proactive initiatives.
- Supervisors will:
  - Discuss procedures for reporting hazards, incidents, injuries, and illnesses during every employee's orientation.
  - Immediately contact the Joint Health and Safety Committee first aid or medical care is administered for any injuries and it has been ensured that there is no imminent danger to others.
  - Ensure that any hazardous conditions or acts are followed up on a timely basis; ensure that all the action(s) are completed; and, ensure that copies of the Hazard Report Form are distributed to the CEO and Joint Health and Safety Committee.
- Employees will report immediately to their supervisor any incident or hazard of which they are aware; and assist the supervisor with completing the Incident or Hazard Report Form.

9. Disciplinary Consequences: All staff are obliged to comply with this procedure. Any staff that is discovered to have been aware of a serious accident and failed to report it will face appropriate disciplinary consequences. When staff are the cause of an accident, they must report it immediately to minimize legal repercussions.



**SECTION:** Health and Safety

**POLICY:** HS 03

**DATE:** June 2025

**PAGE:** 1 of 6

Formerly the Business Continuity Policy:  
December 2022; July 2022; February 2017;  
September 2015; November 2014

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## EMERGENCY PREPAREDNESS AND RESPONSE POLICY

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### PREAMBLE

Contact Brant is committed to ensuring the health and safety of all employees and any visitors to its workplace. As such, Contact Brant has developed the following policy to guide its employees and managers in the event of emergency situations. Preparing for emergencies is a critical part of our health and safety commitment.

An Emergency Response Plan is also part of this Business Continuity Policy to ensure compliance with the Ontario Regulation 191/11 Accessibility for Ontarians with Disabilities Act, 2005.

In the event of any workplace injuries of any kind, Contact Brant will follow the appropriate reporting requirements, as per (Part VII – Notices (sections 51 to 53.1) of the OHS Act and in Ontario Regulation 420/21 - Notices and Reports Under Sections 51 to 53.1 of the Act – Fatalities, Critical Injuries, Occupational Illnesses and Other Incidents (O. Reg. 420/21)., e.g., the Ontario Occupational Health and Safety Act, and/or the Collective Agreement, as applicable).

### Definitions

An “emergency” is a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident, or an act whether intentional or otherwise (Emergency Management and Civil Protection Act, R.S.O., 1990).

Some common types of emergencies include:

- Fires or explosions
- Medical emergencies
- Severe weather and earthquakes
- Major power failures
- Hazardous material spills
- Infectious diseases, including COVID-19
- Technological disruptions.

## POLICY

In the event of an emergency, Contact Brant will have emergency plans to prepare employees for their roles and responsibilities which are necessary to:

- Keep employees, visitors, and first responders free from any further injuries;
- Succeed in managing life-threatening situations;
- As much as possible, minimize any damage to equipment and any part of the environment; and
- Ensure a return to work as safely as possible.

## PROCEDURES

1. The following four major elements have been considered for this Emergency Preparedness and Response Policy:
  - Prevention (use of the policies and procedures to follow to avoid or minimize any emergencies);
  - Preparation (the actions and procedures to take to ensure that Contact Brant and its employees are ready to effectively respond);
  - Response (the actions to be taken in the event of an emergency); and
  - Recovery (how employees and supervisors can return to normal business operations).
2. Accessibility Considerations: As per the Accessibility for Ontarians with Disabilities Act (AODA), Contact Brant will ensure that individualized response plans are created for any employees who identify that they will need assistance during an emergency due to a permanent or temporary disability. These responsibilities include:
  - Providing individualized emergency response information to the employee;
  - With the employee's consent, sharing this information with the person(s) who will be designated to aid them during an emergency;
  - Reviewing the information in an employee's emergency response plan when:
    - The employee changes work locations (e.g., to a different floor or office);
    - The employee's overall accommodation needs are being reviewed; and
    - Contact Brant's general emergency response policies are being reviewed.
  - 2.1. Contact Brant will ensure that regardless of whether the disability is permanent (e.g., vision loss), or temporary (e.g., broken limb), employees are afforded the same level of accommodations required.
3. Planning Team: Contact Brant will establish a planning team, consisting of the ~~CEO and Manager of Service Coordination~~ Management Team, to ensure emergency response planning includes all areas, and supports implementation. The planning team is responsible for:
  - Assessing any risks or hazards to the workplace;
  - Developing specifics for the emergency response plan;
  - Implementing the plan (including communicating and training the plan to employees);
  - Testing the plan by holding drills on an annual basis
  - Improving or modifying the plan as additional information becomes available.

- 3.1. The planning team will also ensure that it retains:
- Up-to-date emergency contact information for all employees;
  - A schedule which outlines who will be on shift so that they may be checked off in the event of an evacuation; and
  - A list of emergency names and contacts (e.g., poison control, etc.) that is kept on the Health and Safety bulletin board by the photocopier.
4. In the event of any workplace injuries, Contact Brant will follow the appropriate reporting requirements, as per the OHSA and Regulations.
5. **Fire or Explosion Preparedness:** At Contact Brant, there is an alarm system that will be triggered in the event of a fire through the security system, which calls 911. ~~The CEO will ensure staff are oriented to the Fire Safety Plan and annually review it.~~
- 5.1. **Fire Safety Plan:** The Chief Executive Officer will ~~work with Woodview to ensure there is a Fire Safety Plan developed, staff are oriented to and annually review the Fire Safety Plan,~~ an annual fire drill ~~is held for the building~~ to familiarize staff with emergency evacuation procedures, and the floor plan is posted ~~on each level of the building, near exits and near the elevator.~~  
~~Note: Woodview as the landlord is responsible for the annual inspection of all fire extinguishers, exit signs and emergency lighting by a qualified inspector.~~
- 5.2. Employees will familiarize themselves with the posted office floor plan, including locations of fire extinguishers, ~~pull stations,~~ and exits.
- 5.3. *In the event of a fire:*
- When an employee becomes aware of a fire, immediately notify other occupants of the building by calling out “Fire”.
  - Employees are to evacuate, following the evacuation procedures below;
  - Call 9-1-1. The fire must be reported, and the information must include:
    - Who is reporting the fire;
    - What has happened (to the best of the person’s knowledge);
    - ~~Where it has happened (643 Park Road North~~ the Contact Brant office at 255 Colborne Street, Units 1 & 2);
    - If there are any injuries; and
    - Whether there are others that may be in the path of the fire.
  - If the fire is small and in a contained area, employees should utilize a fire extinguisher, and follow-up with a call to the fire department to ensure the fire is extinguished fully.
- 5.4. **Evacuation Procedures:** In the event the fire alarm sounds, or there is an emergency situation that requires evacuation, employees:
- Must remain calm and exit the building in an orderly fashion.;
  - Proceed to the nearest exit door.
  - Proceed to, and remain at, the designated meeting spot at the corner of Colborne and Water ~~at the sidewalk near the Park Road North~~

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~~entrance. Ensure the driveway is kept clear for emergency vehicles.~~

~~o The elevator is never to be used in the event of an emergency.~~

- o Keeping safety in mind first, if there is time, lights should be turned off and doors closed to minimize the spread of fire.
- o Wherever possible, the Emergency Captain (one of: the CEO, ~~the~~ Manager of Service Coordination, or the Executive Assistant) will ensure that all employees have evacuated the Contact Brant office area before leaving the building.
- o The CEO or alternate will ensure that all employees are accounted for at the designated meeting spot.
- o Employees will not re-enter the building until the fire department has indicated it is safe to do so.

6. Medical Emergency Preparedness: In the event of an emergency, employees are reminded that the first aid kits are located in the kitchen cupboard ~~by the photocopier.~~ ~~Additionally, Woodview has first aid kits available in both kitchens as well as in the cupboard behind the reception desk.~~

- 6.1. At least 2 employees will be trained in first aid and their names will be posted on the Health and Safety bulletin board.
- 6.2. If the employee is first aid trained, they should follow the instructions provided during their first aid training in assessing the person, the environment, and the need for additional support. If the situation requires it, be prepared to provide first aid for life-threatening situations, including bleeding, loss of a pulse, or loss of breathing.
- 6.3. If an employee comes across a medical emergency, they are directed to call for help (911) immediately. They will then survey the area around the injured person to ensure that there are no hazards that could affect their own safety before moving towards the injured person.
- 6.4. All emergency numbers can be accessed at the Health and Safety bulletin board by the photocopier. Employees are to provide assistance to first responders as they arrive, including by noting anything that could help the injured party and providing any information requested by the first responders.
- 6.5. After the medical emergency has passed, the employee will be requested to provide a statement outlining what occurred, which may help in preventing any further occurrences. The employee is to provide the statement to the CEO or alternate.

~~6.6. The Woodview building has an external defibrillator mounted on the wall behind the reception desk.~~

7. Severe Weather and Earthquake Preparedness: As there may be different levels of preparedness required for severe/inclement weather or earthquakes, the following procedure is for immediate danger due to an earthquake or storm.

7.1. In the event of a “weather watch”, Contact Brant will closely monitor the inclement weather situation and immediately notify employees if emergency procedures need to be started.

7.2. In the event of a “weather warning” for severe weather or an earthquake, employees are to proceed to the nearest “safe place” - this could consist of a desk or sturdy table, or against an interior wall, provided that there aren't any bookcases, cupboards, windows, or any other kind of furniture that could fall.

- Keep their head down to protect their eyes.
- As after-shocks could follow an earthquake, wait in their safe place until the shaking stops and then proceed with a personal inventory, making sure that they are not injured.
- Look carefully for hazards such as fire, including damaged electrical lines, broken gas lines, etc.
- ~~If an evacuation is necessary (and as directed by the Emergency Captain), employees are directed to always use the stairs, not the elevator.~~
- Once outside, employees should move away from buildings, trees, streetlights, and any overhead wires, covering their heads as they move.

7.3. *Temporary Office Closures:* When the local school boards cancel school transportation and close schools in the City of Brantford due to weather or environmental conditions, including but not limited to tornadoes, earthquakes and blizzards, the Contact Brant office will be temporarily closed so employees do not have to travel into work. The Chief Executive Officer or alternate will identify when the office will re-open.

- Employees are expected to complete work at home. Employees should plan ahead when weather forecasts implicate poor weather the next day, to be prepared to work at home in case of office closure.

8. Major Power Outage Preparedness: There are emergency lights in the building in the event of a major power outage. During an outage, the CEO or alternate, will verify whether the outage is widespread ~~by calling the utility company.~~

8.1. Employees are to safely gather in the ~~Fishbowl meeting room, or hallway outside of this room front entrance area.~~

8.2. ~~Employees are to ensure that there aren't any persons in the elevators and that no one attempts to use the elevators. In the event of a medical emergency during an outage, the CEO or alternate will direct employees as needed in order to provide space for emergency services.~~

- 911 ~~is~~ should only to be called if an emergency is life-threatening; emergency services will be overwhelmed in the event of a power outage.

8.3. Contact Brant has the following items to use in the event of a power outage:

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Exit signs and emergency lighting in hallways will remain on; ~~there is a battery powered flashlight in the Executive Assistant's office.~~

8.4. As instructed, employees may be required to unplug their computers and other electrical appliances to guard against surges when the power returns. The doors to the refrigerators must be kept closed.

9. Technological Disruptions Preparedness: Major technological disruptions could occur due to human error, cyber-attacks and hacker activity.

9.1. The Chief Executive Officer will ensure the following are in place to minimize risk: adequate back-up systems, firewalls, policies regarding computer and internet use, use of passwords, and use of a Password Manager tool.

9.2. Employees will ensure use of passwords and will bring any concerns regarding IT resources or access to the attention of the Administrative Assistant ~~ort, management Executive Assistant, and/or who will connect with~~ IT contracted services.

10. Infectious Disease/Pandemic Preparedness – Refer to the *Communicable Disease Prevention Policy* and the *COVID-19 Workplace Safety Plan Policy* ~~in this document.~~

11. Hazardous Material Spill Preparedness: WHMIS procedures will be followed to prevent any leaks, spills, or damage due to hazardous materials. Contact Brant will follow all applicable WHMIS procedures and will never instruct employees to perform clean-up work that goes against the stated instructions on the SDS sheet.

11.1. As accidents may occur, Contact Brant will follow these steps when a spill occurs to ensure the safety of all employees and visitors to the workplace:

- The first step is for employees to communicate that there is a spill to others in the area. As required, the CEO or alternate may commence evacuation procedures.
- If evacuation procedures are not required, control the spill by closing the container or righting what spilled over. Contain the hazard by ensuring that it does not spill over into any other places, preventing any open paths for the liquid.  
Note: Contact Brant has PPE available in the event of a hazardous spill (e.g, latex gloves, face masks, etc.).
- If the employee cleaning up the spill must leave the area for any reason, they will block off the area where the spill occurred with the use of caution tape or caution cones or any other method to prevent access.
- Clean the spill and check for damages. Employees are to verify which chemicals may be used to clean up spills prior to their use. If any cleaning materials come into contact with a hazardous substance, they

should be disposed of immediately unless they can be safely disinfected.

- In the event of damage to property, Contact Brant will ensure that the area continues to be blocked off until the appropriate repairs can be made.



**SECTION:** Health and Safety

**POLICY:** HS 04

**DATE:** June 2025  
December 2022

**PAGE:** 1 of 8

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## HAZARD IDENTIFICATION, RECOGNITION, ASSESSMENT & REPORTING POLICY

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### PREAMBLE

Contact Brant is committed to identifying, assessing, and removing or controlling any hazards it can in order to safeguard the health and safety of all of its employees. Contact Brant will take appropriate action on any recommendations put forward by the health and safety committee to control or eliminate any known hazards. In addition, Contact Brant will proactively identify hazards whenever possible in order to prevent them from becoming a danger to employees or to visitors to the workplace.

Contact Brant uses the Hierarchy of Controls:

1. Elimination or substitution.
2. Engineering controls (including substitution, isolation, or ventilation).
3. Administrative controls (including changes in job schedules or maintenance practices).
4. Personal protective equipment (PPE).

### Definitions:

A “*hazard*” is any practice, behaviour, substance, condition, or combination of these that can cause injury or illness to people or damage to property. Source: Canadian Centre for Occupational Health and Safety (CCOHS).

- *Chemical Hazards* - Chemicals that come into contact with the human body causing harm are known as chemical hazards. These chemicals may exist in different forms of mists, vapours, fumes, gasses, dust or liquids.
- *Biological Hazards* - Mold, viruses, bacteria, fungi, insects, animals, bodily fluids and plants that may cause adverse effects to the human body are classified as biological hazards.
- *Ergonomic Hazards* - Physical disorders and stresses that cause harm to the human body resulting from poor work conditions, posture, improper material handling, poor seating support, fatigue and improper work/rest cycles are considered ergonomic hazards.
- *Electrical Hazards* - A dangerous condition such that contact or equipment failure can result in electric shock, arc-flash burn, thermal burn or blast.
- *Musculoskeletal disorders* are a group of painful disorders of muscles, tendons, and nerves (CCOHS).

- *Engineering Controls* - Engineering controls help reduce the risk of potential hazards either by isolating the hazard or removing it from the workplace. They are important because they are included in the work process. Engineering controls are usually preferred to other control measures, such as the use of personal protective equipment. Substitution of a less hazardous material or industrial process is the best way to reduce a hazard and is often considered to be a type of engineering control.
- *Administrative Controls* - Administrative controls deal with the directing of people and include policy, procedures, and training. Administrative controls reduce or limit the amount of risk that an employee has to a specific hazard through rotation, job assignment, or time periods away from a contaminant or hazard.
- *Personal Protective Equipment* - Personal protective equipment is the final line of defence against hazards in the workplace. It is implemented only after other reasonably practicable means of *eliminating a hazard have been attempted*.
- *Chemical Hazards* - Chemicals that come into contact with the human body causing harm are known as chemical hazards. These chemicals may exist in different forms of mists, vapours, fumes, gasses, dust or liquids.
- *Biological Hazards* - Mold, viruses, bacteria, fungi, insects, animals, bodily fluids and plants that may cause adverse effects to the human body are classified as biological hazards.
- *Ergonomic Hazards* - Physical disorders and stresses that cause harm to the human body resulting from poor work conditions, posture, improper material handling, poor seating support, fatigue and improper work/rest cycles are considered ergonomic hazards.
- *Electrical Hazards* - A dangerous condition such that contact or equipment failure can result in electric shock, arc-flash burn, thermal burn or blast.
- *Consequence* - Consequence is a description of the outcome of the occurrence of an incident, including an evaluation of the loss as it affects people, property and equipment, environment and the company image.
- *Probability* - Probability is the likelihood that the identified hazard will result in a consequence within a specified period of time.
- *Unsafe Act* - behaviours that could lead to an accident/incident. Examples of unsafe acts: can include using equipment in an unsafe or careless manner or not using personal protective equipment as required.
- *Unsafe Condition* – circumstances in which could allow an accident to occur. Examples of unsafe conditions can include inadequate, improper or lack of safety devices, slippery work surfaces, electrical grounding requirements not observed, and containers that are not labelled.

#### REFERENCE MATERIALS:

- Ontario's *Occupational Health and Safety Act*, section 9.
- Occupational Health and Safety Act *OSSA Hazard Control Resource Guide*.

## POLICY

Contact Brant will ensure that its workplace is assessed for hazards. In the event that a hazard is identified that could cause injury to an employee, Contact Brant will ensure to either eliminate the hazard at its source or identify another way to perform the work that would not result in injury. In the event that the hazard cannot be corrected or removed, the appropriate personal protective equipment (PPE) will be provided by Contact Brant.

## PROCEDURES

1. Possible Hazard Health Effects: If any hazards at Contact Brant could result in any of the following adverse health effects, they shall be controlled as per the hierarchy of controls. These adverse health effects could include:
  - Disease
  - Bodily injury
  - Change in the way the body functions, grows, or develops
  - Effects on a developing fetus
  - Inheritable genetic effects
  - Decrease in lifespan
  - Change in mental condition
  - Effects on a person's ability to accommodate additional stress.
2. Workplace Hazards: In the event that a hazard is present and poses a risk, Contact Brant will work towards its elimination as is feasible in the workplace, following the steps of the hierarchy of controls. Contact Brant will reassess the workplace for additional hazards following a schedule of every quarter. The following list represents hazards that may exist at Contact Brant - this list is not exhaustive of every hazard that could be present:
  - 2.1. *Biological Hazards*: As any of these biological hazards may result in negative health effects, including allergies and skin irritation, Contact Brant will ensure to control any of these biological hazards at the source and provide PPE when it is not possible to completely eliminate the hazard through the hierarchy of controls. Biological hazards could involve any of the following:
    - Bacteria
    - Viruses
    - Insects
    - Plants
    - Birds
    - Animals
    - Humans
    - Mold
  - 2.2. *Ergonomic Hazards*: The assessment of ergonomic hazards relates directly to the employee and the job that they are doing (specifically the manner in which they are completing the duties of their job). Ergonomics refers to matching the job to the employee completing the work. Ergonomic hazards can include simple actions such as:

- Lifting
- Pushing
- Carrying
- Lifting
- Hearing
- Sitting
- Standing
- Pulling.

When these actions are performed in a way that contorts the body in an unnatural way or in a persistent way that puts strain on muscles or tendons, workplace injuries could result. Contact Brant will perform periodic ergonomic checks to verify that employees are able to complete the actions required of their position without putting undue physical strain on themselves.

As needed, Contact Brant will make appropriate modifications to the workplace, including providing tools to help with manual lifting; ensuring that the lighting is adequate for the work being completed; modifying workstations to prevent musculoskeletal disorders, etc., to prevent employee injuries.

- 2.3. *Physical Hazards:* Contact Brant will assess the workplace for any of these physical hazards and ensure that all levels are within the acceptable ranges to ensure the health and safety of employees, taking needed action to correct the hazard if it is not.

Physical hazards are elements that could affect an employee's physical health and safety if they are outside of tolerable ranges or persistent to the point of being detrimental to health. Some physical hazards could include:

- Temperature (hot or cold)
- Indoor air quality, including scents
- Noise levels (resulting in possible damage to hearing)
- Radiation (including through sunlight, UV lamps, etc.)

- 2.4. *Safety Hazards:* Safety hazards in Contact Brant's workplace could consist of the tools required to perform job duties, as well as the prevention of basic slips, trips, and falls. Tools, which refer to materials, etc. shall be assessed for safety on a regular schedule and repairs will be made once the need is known.

For the prevention of slips, trips, and falls, Contact Brant will ensure that either non-slip mats or carpets are available where rain or snow may be tracked into the building and that all steps are a standard height with any changes in elevation clearly visible.

- 2.5. *Chemical Hazards:* Contact Brant will follow the GHS-WHMIS 2015 regulations concerning any chemicals in the workplace and will ensure that SDS sheets are available for any chemicals present. Further, all regulations concerning the appropriate labeling, transportation, and storage of chemicals will be followed.

~~Note: Woodview stores chemicals for cleaning in the locked storage room that Contact Brant staff should not access. They also have SDS sheets on their supplies.~~

- 2.6. *Psychosocial Hazards*: Hazards may exist that can adversely affect an employee's mental health. Contact Brant has zero tolerance for any bullying, violence, or harassment in the workplace. Refer to the *Workplace Anti-Harassment and Anti-Violence Policies*.

Contact Brant will provide support for employees under undue work-related stress that is affecting their ability to complete their job duties. This may involve a reassessment of priorities, or in some cases, an elimination of conflicting job demands, etc.

3. Employee Responsibilities: Employees have the responsibility of notifying their health and safety committee, or their supervisor, of any known hazards in the workplace and then working together towards a solution.

4. HAZARD RECOGNITION AND ASSESSMENT:

Hazard identification and control are the key components in maintaining a safe and healthy workplace. Hazards, occupational factors or illnesses arising from the workplace, which may cause affected health and negative wellbeing, sickness or significant inefficiency must be identified and controlled.

These procedures are to assist in the identification, rating and control of existing or potential hazards in the workplace. Recognizing and assessing hazards is the first step to controlling or eliminating risk. Methods of doing this include observation and reporting, inspection, task analysis, and trend identification.

4.1. Hazard Assessment results can include:

- Increased knowledge of the dangers inherent in the tasks of employees;
- Enhanced safety awareness and improved safety dialogue and communication amongst employees;
- Improved focus for workplace safety inspections;
- Improved risk management leading to increased accident prevention; and/or,
- Compliance with the Occupational Health and Safety Act.

- 4.2. Each identified or recognized hazard will be assessed for its loss potential, and health and safety controls will be put into place to ensure that activities can be performed with maximum safety. Safe Operating Procedures will be developed and implemented for all tasks that are rated as having a potential for a major loss. Factors that contribute to making a hazardous job area:

- People (training/competency),
- Equipment; Materials; Environment; and,
- Process (the way the work is done).

- 4.3. The degree of hazard or risk can be estimated using knowledge of the potential for a major injury (severity) and knowledge of the probability of occurrence (for example, an inexperienced worker or a new job).

- 4.4. *Assessment*: The assessment process contains four basic components:
- Identifying the source;
  - Recognizing the hazard;
  - Evaluating the potential loss; ~~and,~~
  - Controlling the risk.
- 4.5. *Hazard Categories*: Hazards are divided into many categories, which may include the following:
- Chemical hazards;
  - Biological hazards;
  - Physical hazards;
  - Ergonomic hazards (Repetition, Posture, Force);
  - Electrical hazards;
  - Compression hazards; and/or,
  - Thermal hazards.
- 4.6. *When to conduct a hazard assessment*: You must conduct a hazard assessment when you are taking on a new scope of work, when the environment changes, when new hazards are identified or when new hazards cannot be eliminated. When conducting a hazard assessment, ensure you include the following:
- The identified step/task;
  - The health, safety and ergonomic criteria;
  - The identification of the hazard and the potential injury(s);
  - The risk assessment (rating number to identify the low, medium or high risk); and,
  - The controls to help eliminate or mitigate the risk to protect the worker.
- 4.7. *Hazard Assessment and Review Process*: Hazard assessments will be reviewed by Management in cooperation with the Worker Health and Safety Representative/Joint Health and Safety Committee:
- Every 3 years; or,
  - When a new process/equipment is introduced to the workplace; or,
  - When a process/equipment has changed or been relocated; or,
  - When an incident has occurred and is associated with worker activities/the work environment.
- 4.8. *Management Roles and Responsibilities re Hazard Recognition and Assessment*:
- Act as a resource to supervisors on the hazard assessment development process; and,
  - Facilitate the training of supervisors on the hazard assessment process.
  - Ensure all employees who conduct hazard assessments are trained on the identification, assessment and control of hazards; training will be documented, and records filed in the employee's Human Resource Record. Training will include legislative requirements, internal procedures, and specific procedures.

- Review the Hazard Assessment and Review procedure annually for its effectiveness in cooperation with the Joint Health and Safety Committee.

4.9. *Supervisor Roles and Responsibilities re Hazard-~~M~~Recognition and Assessment:*

- Conduct hazard assessments when required;
- Review hazard assessments for accurate risk rating and controls;
- Ensure hazards and their controls are communicated to affected staff;
- ~~As the Health and Safety Coordinator,~~ maintain a record of the *Hazard and Risk Assessment Forms*.

4.10. *Employee Roles and Responsibilities re Hazard Recognition and Assessment:*

- Participate in the hazard assessment process where required;
- Follow all control measures identified in their scope of work.

5. HAZARD REPORTING PROCEDURE: It is the duty of all employees to report hazards to their supervisor or the CEO whenever a potential or actual hazardous act or condition is identified.

5.1. All hazards will be identified as major, moderate or minor and will be dealt with in priority sequence. Use the *Hazard and Risk Assessment Form*.

- *Major hazards* are defined as those with a high-risk potential. They are serious or significant hazards and should receive high priority for immediate controls or elimination.
- *Moderate hazards* are defined as those with medium risk potential and require controls as soon as possible.
- *Minor hazards* are defined as those with low-risk potential and require controls after any higher priority hazards have been addressed.

5.2. Upon the discovery of a hazard, any employee must proceed in the following manner:

- *If the hazard is minor* and can be corrected in a healthy and safe manner by the employee or supervisor, they should proceed and then record the action taken on the back of the Hazard Reporting Form. (Example: moving boxes that are blocking a doorway).
- Complete the *Hazard Reporting Form* indicating whether the hazard is minor, moderate, or major. Provide the completed form to the ~~Manager of Service Coordination~~ representative on the Health and Safety Committee, with copies to the CEO and the Joint Health and Safety Committee Chair. The ~~Manager of Service Coordination~~ will further complete the *Hazard and Risk Assessment Form* to assess and rate the hazard.
- *If the hazard is moderate or major*, the CEO ~~and Manager of Service~~

Coordination with Management will be required to provide a response with the immediate action taken as well as, within 21 days, the development and implementation of Health and Safety Controls and Safe Operating Procedures. All responses will be reported on the Hazard Response Form, with copies sent to the employee reporting the Hazard, the Joint Health and Safety Committee, and to the Health and Safety ~~Coordinator (Manager of Service Coordination)~~ for record-keeping purposes.

5.3. *Management Roles and Responsibilities re Hazard Reporting:*

- Act as a resource to supervisors and workers; and
- Review completed *Hazard Report Forms* to identify any other improvements, corrective action or proactive initiatives.
- Communicate this procedure to all employees through Staff meetings;
- Ensure orientation of new employees; and/or,
- Provide coaching if an employee was found to have contravened this procedure.
- Monitor the use of the *Hazard Report Form*, and, if needed, provide training in its use to all Supervisors and Employees.
- Annual evaluation of this procedure and the Hazard Report form will be done by the CEO on an annual basis in cooperation with the Joint Health and Safety Committee.

5.4. *Supervisor Roles and Responsibilities re Hazard Reporting:*

- Complete the Hazard Report Form with the assistance of the employee reporting the hazardous condition/act;
- Rate all hazards using the Hazard and Risk Assessment Form;
- Ensure that any hazardous conditions or acts are followed up on a timely basis;
- Ensure that all the action(s) are completed; and,
- Ensure that copies of the Hazard Report Form are distributed to the CEO and the Joint Health and Safety Committee.

5.5. *Employee Roles and Responsibilities re Hazard Reporting:*

- Report immediately to management ~~the Manager of Service Coordination or the CEO~~ the existence of any hazard; and,
- Assist the supervisor-manager with completing the Hazard Report Form.



**SECTION:** Health and Safety

**POLICY:** HS 06

**DATE:** June 29~~0~~25

**PAGE:** 1 of 3

Formerly the Workplace Harassment and Violence Policy  
December 2022; December 2017; October 2015; June 2013

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## WORKPLACE ANTI-HARASSMENT POLICY

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### PREAMBLE

Contact Brant is committed to ensuring a workplace free of harassment, bullying, and discrimination. In pursuit of this, Contact Brant will not tolerate any harassment, bullying, or discrimination within the workplace. Contact Brant is further committed to investigating any complaints regarding workplace harassment, bullying, and/or discrimination, using the method of corrective action, up to and including the point of termination of employment for the perpetrator(s).

Canada's Criminal Code specifically lays out matters such as violent acts, sexual assault, threats, and behaviours such as stalking. In the event of any of the above, Contact Brant will immediately contact the police. Contact Brant will abide by legislation including the Ontario Human Rights Code, and the Occupational Health and Safety Act.

Note that this Anti-Harassment Policy is administered in conjunction with Contact Brant's Human Rights Commitment Policy and includes freedom from discrimination under any of the grounds established by the Ontario Human Rights Code, including race, ancestry, place of origin, colour, ethnic origin, citizenship, creed (religion), sex (including pregnancy), sexual orientation, gender identity, gender expression, age (18 and over), marital status (including same-sex partners), family status, disability, and record of offences.

#### Definitions:

*Harassment* is defined by the Ontario Occupational Health and Safety Act as "engaging in the course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome."

This includes sexual harassment, personal harassment, psychological harassment, and bullying. Harassment can either occur over a period or in a specific instance, depending on the specific situation. Common harassing behaviours can include, but are not limited to:

- Rumour spreading
- Jokes about sex
- Email chains with jokes about specific individuals
- Excluding individuals from work-related activities
- Reviewing work unfairly or trivial fault-finding
- Belittling behaviour or comments.

Workplace harassment does not include reasonable actions taken by an employer or supervisor relating to the management or direction of workers in the workplace.

## **POLICY**

In pursuit of a harassment-free environment, Contact Brant is committed to fully preventing and/or addressing any instances of harassment, including sexual harassment.

All employees are prohibited from sexually soliciting or making advances on another employee; this could include co-worker to co-worker or supervisor/manager to employee. Any reprisals for the rejection of these advances are not permitted.

Contact Brant will take all reasonable measures to not permit the creation of a poisoned work environment, as created by comments or any forms of conduct that are known to be unwelcome.

Employees who witness or who are victims of harassment, bullying, or discrimination are to bring forward the information as soon as possible so that an investigation may immediately commence.

Any employee who experiences harassment while in the course of work for Contact Brant has the right to file a complaint without any fear of reprisal.

Contact Brant will ensure that an investigation is conducted into any incidents or complaints of workplace harassment, as appropriate.

## **PROCEDURES**

1. In pursuit of a harassment-free environment, Contact Brant is committed to fully preventing and/or addressing any instances of harassment, including sexual harassment, by:
  - Providing education and training to ensure that all employees understand their rights and responsibilities regarding harassment.
  - Ensuring that supervisors understand how to respond to incidents of harassment, including how to collect information, how to act, how to deal with confidentiality, how to document, and how to keep records.
  - Methodically monitoring or adjusting Contact Brant's systems for any barriers, including any barriers regarding any protected grounds laid out in the Ontario Human Rights Code and Contact Brant's Human Rights Policy.
  - Reviewing their Anti-Harassment program with the Health and Safety Committee.
  - Providing a procedure for complaints (outlined below) that is fair, timely, and effective.
  - Ensuring to promote appropriate standards of conduct.
2. Employee and Supervisor Responsibilities: All employees have the responsibility to adhere to the contents of this policy and refrain from enacting or condoning any form(s) of harassment.
  - 2.1. All employees have the responsibility of fully cooperating in any investigations into complaints of harassment.
  - 2.2. All managers have an additional responsibility of acting immediately upon either receiving a complaint of harassment or witnessing it themselves. Managers are responsible for the creation and maintenance of a harassment-free workplace and must immediately investigate as soon as any forms of

harassment become known in the workplace.

3. Complaint Process: All complaints regarding harassment, bullying, or discrimination may be brought forward to:
  - 3.1. The ~~employee's Manager, another Manager, or the CEO, or the Manager of Service Coordination if the CEO is not available.~~
  - 3.2. ~~An alternate report may be made to the Chair of the Board of Directors if the CEO is the alleged harasser, a report can be made to another Manager or directly to the Chair of the Board of Directors, or another member of the Board of Directors.~~
  - 3.3. Immediately upon receipt of a complaint, an investigation will be started, and additional information and context will be sought. The investigation may include:
    - A review of the details of the incident;
    - Separate interview(s) with the parties involved and any witnesses;
    - Examination of any relevant documents, emails, notes, photographs, or video;
    - A decision about whether the complaint constitutes workplace harassment,
    - The preparation of a report which summarizes the incident, the steps of the investigation, the evidence collected, and any findings.
  - 3.4. Contact Brant will take appropriate measures to ensure that employees and/or witnesses involved in filing the complaint are protected, as necessary. This may include temporary reassignments or shift changes. Contact Brant will ensure that these changes do not penalize any employee who brought forward a complaint or any witness to the complaint.
  - 3.5. Contact Brant will not disclose any information regarding a complaint of harassment (including any identifying personal information of any of the individuals involved), unless the disclosure may become necessary for the purposes of investigating the complaint, taking disciplinary action, or as required by law.
  - 3.6. The employee who disclosed the complaint, as well as the alleged harasser (provided they are both employees of Contact Brant), will be kept up to date on the investigation and will be notified of the results of the investigation and any subsequent actions to be taken.
  - 3.7. Any reports resulting from an investigation into complaints of harassment, discrimination, or bullying are not considered to be Occupational Health and Safety reports and will not be shared with the health and safety committee.
4. This policy will be posted in a conspicuous place beside the Health and Safety board. It will be reviewed as often as necessary, but at least annually.



**SECTION:** Health and Safety

**POLICY:** HS 07

**DATE:** June 2025

**PAGE:** 1 of 7

Formerly the Workplace Harassment and Violence Policy  
December 2022; December 2017; October 2015; June 2013

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## WORKPLACE ANTI-VIOLENCE POLICY

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### PREAMBLE

This policy and program are intended to:

- Ensure that Contact Brant maintains a work environment that is free from workplace violence.
- Establish measures and procedures to control the risk of workplace violence.
- Communicate the procedure for summoning immediate assistance in the event of an incident of workplace violence or where an incident is imminent.
- Establish a procedure for reporting incidents of workplace violence.
- Establish how reports of workplace violence will be dealt with and investigated by the organization.

Definitions: As defined by the Ontario Occupational Health and Safety Act:

*Workplace Violence* means:

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

*Workplace* refers to any land, premises, location, or thing at, upon, in or near which a worker works including the organization's offices, off-site locations where work is performed, social events related to work or away from work but resulting from work (i.e., a threatening phone call to your home or another personal electronic contact from co-workers or clients).

### POLICY

Contact Brant is committed to providing a healthy, safe, and supportive work environment for all employees that is free from workplace violence and will not tolerate any such incidents that are perpetuated by or against an employee, client, volunteer, or visitor.

Contact Brant will take all reasonable steps to prevent workplace violence and will deal with incidents and complaints made in good faith in a fair, consistent, and timely manner.

## PROCEDURES

### 1. Employee Responsibilities:

- Understand what constitutes workplace violence as defined in this policy and adhere to the organization's zero-tolerance requirement.
- Immediately report any incident of violence one is subject to or witnesses in accordance with the organization's anti-violence program.
- Participate as required in internal and external investigations concerning incidents of workplace violence.
- Refrain from any retaliatory acts against any individual who has brought forward a complaint of violence.
- Attend and actively participate in training and education sessions regarding workplace violence.

### 2. Employer/Management Responsibilities:

- Assess the risk of workplace violence and implement procedures, response plans and other controls to help minimize identified risks.
- Educate and train employees on this policy and program, response plans and other controls established to protect employee health and safety.
- Ensure a copy of this policy is available to all employees.
- Review the Workplace Anti-Violence Policy and Program annually or as often as necessary to properly protect employees from the risk of violence. This policy and program will be reviewed after any violent incident to determine if changes are necessary.
- Take appropriate action(s) upon receipt of a complaint of workplace violence or when aware that workplace violence is occurring.
- Impose appropriate disciplinary measures in response to substantiated claims of workplace violence.

3. All members of management who are aware, or who ought to reasonably be aware that incidents of workplace violence are occurring or are thought to be occurring, are obligated to take appropriate action to stop the offending behaviours and actions, even in the absence of a formal complaint.

## Workplace Anti-Violence Program

### 4. Reporting Incidents of Workplace Violence:

4.1. In the event you are directly affected by or witness to an act of violence or a threat of violence in the workplace, it is imperative that the incident be reported immediately. Reports are to be made to ~~the supervisor~~your manager, another manager, or the CEO, or other relevant parties.

4.2. For the health and safety of everyone, employees are encouraged to request an

informal meeting with their supervisor ~~or their designate~~ to discuss issues concerning or related to workplace violence.

4.3. Employees should notify their supervisor or CEO if any restraining order affecting them is in effect or if they are aware of a non-work-related situation that could result in violence in the workplace, including concerns regarding the potential for domestic violence to occur in the workplace.  
(For further information regarding concerns of domestic violence, please refer to section 10 ~~of this program.~~)

4.4. If an employee is subject to workplace violence, they also have the option to pursue recourse through the Provincial Police or the Federal Criminal Code.

5. Summoning Immediate Assistance:

5.1. If you require immediate assistance following an act of violence, are being threatened, or consider yourself to be in imminent danger, contact the police/emergency services immediately by dialling 9-1-1 and follow emergency response procedures where relevant.

5.2. If you are unable to phone 911 right away, you should:

- Yell for help.
- If in a vehicle, honk the horn repeatedly, turn on hazard lights and lock all vehicle doors.
- If possible, use the vehicle's emergency alarm.
- Immediately move to a safe location.
- Contact the CEO or ~~supervisor~~ another manager.

6. Right to Refuse Unsafe Work Due to Workplace Violence: If you believe that you are being endangered by workplace violence, you have the right to refuse to perform the work you deem to be unsafe. If you are refusing to work because of workplace violence, you must immediately report the refusal to your supervisor or their designate.

7. Once reported, an investigation into the refusal will commence. During the investigation, you must remain in a safe place that is as near to your work location as reasonably possible and must remain available to the investigator for the purpose of the investigation. Refer to the *Right to Refuse Unsafe Work Policy*.

8. History of Violent Behaviour: Under the Ontario Occupational Health and Safety Act, Contact Brant may be required to provide information (including personal information) to its employees about a person with "a history of violent behaviour" if:

- The employee can reasonably be expected to encounter that person in the course of their work; and
- There is a potential risk of workplace violence because of exposure to the individual with a history of violent behaviour.

Pursuant to this obligation, if Contact Brant is of the view that there is a risk of workplace violence such that an employee is likely to be exposed to physical injury, information that is deemed reasonably necessary to protect employees from physical injury, including personal information and any known triggers of the individual's potentially violent behaviours will be communicated.

9. When disclosing personal information, Contact Brant will limit as much as possible the amount of personal information provided and will not release any medical information that is deemed protected. Contact Brant will not disclose any information to individuals who are unlikely to encounter a person with a history of violence or to those who are not at risk of physical injury from that person.
10. Domestic Violence: In the event Contact Brant is aware that domestic violence could likely expose an employee to physical injury in the workplace, it will take every precaution reasonable in the circumstances for the protection of the affected employee(s). In such situations, the CEO will work with the employee to create a personal support plan which will identify safety measures and procedures for the protection of the individual.
11. Violence Risk Assessment: Contact Brant will conduct a risk assessment of the work environment to identify any issues related to potential violence that may impact the organization and its employees and will institute measures to control those risks. When conducting the risk assessment, Contact Brant will take into consideration specific areas that may contribute to the risk of violence, including:
  - Working in a community-based setting;
  - Interaction with the public and/or working with unstable or possibly volatile clients (Refer to the *Staff Safety Policy*)
  - The exchange of money;
  - Working alone or in small numbers;
  - Working at night;
  - Working in a high crime area.

As part of its assessment, Contact Brant may review records and reports (incident reports, health and safety inspection reports, etc.). The results of the assessment will be provided to the Joint Health and Safety Committee.

12. Violence Investigation Procedure: The investigation process will be initiated upon receipt of a formal complaint from an employee or at the discretion of the employer where workplace violence is known or is suspected to be occurring. Contact Brant will endeavor to complete investigations within 90 calendar days or less once the process has been initiated; unless extenuating circumstances warrant a longer investigation (for example where more than five witnesses must be interviewed or in the event a witness, Complainant or Respondent is unavailable due to illness). Once initiated, the investigation procedure will generally adhere to the following steps/guidelines:
  - 12.1. Contact Brant will appoint an internal or external investigator(s) to promptly conduct and document an investigation into the incident in which all facts are examined in a manner that is timely, fair, and impartial.
    - No person shall be appointed to the role of investigator where they have been named within a complaint.
    - Any allegations against the CEO will be investigated by a neutral third-party investigator.
  - 12.2. The investigator(s) will review this policy, the submitted complaint and supporting documents, and will meet with the Complainant to gather

additional details and information regarding the incident(s).

- 12.3. Individual(s) named in the complaint (known as Respondents) will be advised via written notification of the complaint that has been filed against them. The notification will inform the Respondent of the alleged offensive action(s)/behaviour(s) made against them.
- 12.4. The investigator(s) will then meet with the Respondent to allow the individual to respond to the presented allegations and to gather facts and information.
- 12.5. Where warranted, Contact Brant may issue a paid administrative leave to the Respondent, Complainant and any other party deemed necessary until the investigation is completed.
- 12.6. Employees on paid administrative leave pending the results of the investigation must remain available to meet with the investigator(s) and to return to work as requested.
- 12.7. The investigator(s) may also individually meet with witnesses, and any other individual deemed necessary to provide additional evidence or context/information pertinent to the investigation.
- 12.8. Once the investigator(s) is satisfied with the amount of information collected from all parties, they will make a determination as to whether or not the allegation(s) are substantiated based on a balance of probabilities and, where substantiated, make recommendations on any remedial action to be taken.
- 12.9. *Investigation Report:* The investigator will provide an investigation report which must include a summary of the steps taken during the investigation, the complaint and allegations of the Complainant, the response from the Respondent(s), the evidence of any witnesses, any additional evidence gathered, findings of fact, the conclusion of the investigation and any recommendations made.
- 12.10. If the investigator deems a breach of the policy has occurred, Contact Brant will take necessary corrective action where deemed appropriate to do so.
- 12.11. If the results of the investigation do not substantiate that a breach of this policy has occurred, the allegations will be disregarded in any subsequent employment decision affecting the parties involved.
  - This is the case except where there is a repetition of the same allegation from the same or different parties, and in that case, further investigation and corrective action may occur.
  - If after investigating any complaint, Contact Brant determines that the complaint is not genuine or that an employee has deliberately provided false information regarding the complaint, disciplinary action may be taken against the Complainant or the individual who gave the false information.
- 12.12. If the Complainant disagrees with the outcome of the investigation, they will

have the option to pursue recourse through the applicable legislation (example: The Human Rights Code or the Occupational Health and Safety Act).

- 12.13. Contact Brant will provide the Complainant and Respondent (where the Respondent is an employee) with a written outcome letter summarizing the investigation findings and any disciplinary action to be taken because of the investigation.
- 12.14. All parties involved in the investigation process, including the Complainants, Respondents, and witnesses, are responsible for fully cooperating with the investigator(s) throughout the investigation process.
13. Prohibition Against Retaliation/Reprisal: Contact Brant strictly prohibits any form of retaliation against an employee for filing a genuine complaint under this policy or for participating in the investigation process. Specifically, no employee shall be demoted, dismissed, disciplined, or denied a promotion, advancement, or other opportunities because they have lodged a complaint in good faith or have participated in an investigation.
14. Disciplinary Action: Any employee who is found to have breached this policy by engaging in violence or a form of reprisal; who breaches confidentiality expectations; fails to cooperate with an investigation; makes a complaint in bad faith, or supplies falsified information will be subject to appropriate disciplinary action.  
  
Disciplinary action may range from training, counselling, written warning, suspension, work transfer and termination of employment, depending on individual circumstances. Additionally, the organization may pursue criminal charges where warranted.
15. Confidentiality: Contact Brant will ensure that information and documents regarding a complaint or incident will not be disclosed except to the extent necessary to protect workers, to investigate the complaint or incident, to take corrective action or as otherwise required by law.
  - 15.1. All parties involved in a workplace violence complaint, including complainants, respondents, witnesses, managers, and support persons, are expected to treat the matter and any information they become aware of as confidential. No party shall discuss the matter or associated details with other employees or witnesses. An employee may face disciplinary action if it is determined that they have failed to adhere to these confidentiality expectations.
  - 15.2. All investigation notes and full reports will be retained in a separate file and are not to be saved in employee personnel files. Investigation outcome letters and disciplinary action will be saved in applicable employee files only when the complaint has been verified and is found to be in breach of this policy.
16. Record Keeping: The CEO will securely retain records of all complaints or incidents of harassment including copies of:
  - The complaint or details about the incident
  - Records of the investigation, including notes

- Witness statements, if taken
- The investigation report, if any
- Results of the investigation that were provided to the Complaint and Respondent
- Any corrective action is taken to address the complaint or incident of workplace harassment.

17. Reports of Violent Incidents - Workplace Expectations: Contact Brant shall:

- Promptly investigate all reported acts and incidents of violence.
- Consult with other parties (i.e., legal counsel, Health and Safety Consultants, Health and Safety Representatives, Employee Assistance Providers, Human Rights, and local Police Services) as deemed necessary to address, resolve and mitigate incidents.
- Take all reasonable measures to identify and eliminate risks and root causes resulting from the incident.
- Comply with WSIB and OHSAA violent incident reporting obligations by:
  - Immediately notifying the Ministry of Labour and the Joint Health and Safety Committee (JHSC) of any incident resulting in the death or critical injury of an employee, and providing the Director of the Ministry of Labour with a written report detailing the circumstances of the incident within 48 hours of its occurrence.
  - Providing written notification to the JHSC within four days of any violent incident leaves of an employee disabled from performing their job duties or which requires medical attention.
  - Providing notification to the WSIB within 24 hours of any violent incident in which an employee sustains a lost-time injury past the day of the incident or an injury that requires health care.



**SECTION:** Health and Safety

**POLICY:** HS 10

**DATE:** June 2025  
November 2022

**PAGE:** 1 of 3

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## **DRUGS AND ALCOHOL IN THE WORKPLACE POLICY**

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### **PREAMBLE**

Safety is our number one priority at Contact Brant. This policy is to protect our organization, employees, clients, and the public at large.

Contact Brant recognizes impairment as a serious health and safety issue in the workplace as it can reduce the abilities and judgement of employees. We also recognize that substance abuse and dependency are medical issues that certain employees may struggle with. Contact Brant is therefore committed to:

- Creating a safe and healthy workplace by prohibiting the unsafe use of drugs and alcohol in the workplace; and
- Providing support to any employees with dependency issues.

### Definitions:

*Medical Marijuana:* Cannabis that is used for medical purposes. The Ontario Human Rights Code “protects people who use cannabis for a medical purpose related to a disability from discriminatory treatment in employment”.

*Substance Abuse:* The Code also prohibits discrimination against people who have or are perceived to have an addiction to drugs or alcohol (including cannabis) based on the ground of disability.

### **POLICY**

Contact Brant prohibits the use of any substances that lead to impairment including drugs or alcohol, whether legal or illegal, while in the workplace or representing Contact Brant, unless they have been authorized in writing for use by management for medical reasons.

Employees may not be impaired while working, whether on-site, off-site or while working from home. Employees who are unfit to report to work for any reason should notify their supervisor using their regular process.

Employees who fail to comply with this policy may face disciplinary action, including termination, or the involvement of the authorities, where necessary.

## PROCEDURES

1. Safety Concerns with Machinery or Equipment: Driving while under the influence on work business is strictly prohibited. Should an employee report to work and inform their supervisor/CEO of their current state of impairment, ~~their supervisor or manager~~ management is required to take immediate action which may include sending the employee home in a taxicab or other commercial vehicle, and pursuing disciplinary action at a later date when the employee is no longer impaired.
2. Solicitation or Possession of Illegal Substances: Solicitation or possession of illegal substances within the workplace is strictly prohibited at all times. There are no exceptions to this rule.
3. Work Events: There are no exceptions to this policy, even at work events or social gatherings in the community where employees are attending on behalf of work.
4. Duty to Accommodate: Contact Brant is committed to providing disability-related accommodation up to the point of undue hardship to employees who come forward with an addiction issue or to employees who require cannabis for a medical purpose related to a disability under Ontario's Human Rights Code.  

Employees with substance abuse or dependency concerns are encouraged to share these challenges with their supervisor or CEO so proper and appropriate accommodations can be organized. They may do so without fear of negative consequences. All employee medical information will be treated as confidential.
5. Medical Use of Cannabis: As per the Ontario Human Rights Code: "An employee can consume edible cannabis for a medical purpose related to a disability in an enclosed workplace, as long as it does not interfere with workplace health and safety or performing essential job duties."

In accordance with smoking and human rights laws:

- Employees may not smoke or vape cannabis for a medical purpose related to a disability in places where laws or rules prohibit smoking or vaping cannabis and tobacco for public health reasons. For example: "Ontario prohibits smoking or vaping cannabis for a recreational or medical purpose in an enclosed workplace".
  - Where there is a medical need to smoke or vape cannabis, Contact Brant will allow an employee who smokes cannabis for a medical purpose to smoke outside in places where smoking is permitted by law.
6. Employee Responsibilities: Employees must:
    - Follow the procedures outlined in this policy.
    - Inform their supervisor/manager in the event, they are under medical care and require the use of a prescription drug which may impair their abilities
      - Employees are not to share their diagnosis or prognosis with the supervisor/manager; the information regarding their medication is

precautionary only.

- Employees must also inform their supervisor/manager in the event they arrive at work impaired.

- If an employee should observe the suspected impairment of another employee, they have a responsibility for informing their supervisor/manager to ensure the health and safety of all others attending the workplace.

7. Supervisor/Manager Responsibilities: Where a manager ~~or supervisor~~ “observes or otherwise obtains knowledge of a worker’s impairment that could give rise to a hazard in the workplace, the ~~y-supervisor is~~ are required to communicate this to any worker that may be in danger and to take every precaution reasonable in the circumstances for the protection of the worker(s).” (Ontario Ministry of Labour)

Supervisors/Managers are also responsible for:

- Informing employees about and enforcing the company’s drug and alcohol policy;
- Ensuring employees under their direct supervision are fit for work;
- Alerting the authorities should an employee attempt to drive while under the influence of a legal or illegal substance;
- Providing job accommodation to employees who require it;
- Providing clear instructions to employees for special events such as company parties to ensure employees clearly understand what they are and are not allowed to do.



## POLICY AND PROCEDURE MANUAL

**SECTION: Human Resources**

**POLICY: HR 2**

**DATE:** June 2025  
October 2022

**PAGE: 1 of 2**

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### HUMAN RIGHTS COMMITMENT

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#### 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:** June 2025  
October 2022

**PAGE: 1 of 2**

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### PAY EQUITY

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#### 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.



## POLICY AND PROCEDURE MANUAL

**SECTION: Human Resources**

**POLICY: HR 09**

**REVISED: June 2025**

October 2022; September 2016; September 2015;  
June 2013

**PAGE: 1 of 1**

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### TERMINATION OF EMPLOYMENT

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#### 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).



**SECTION: Human Resources**

**POLICY: HR 12**

**DATE:** June 2025  
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 needs 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, but not limited to:
  - 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.



**SECTION: Human Resources**

**POLICY: HR 13**

**REVISED:** June 2025

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 the 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.



**SECTION: Human Resources**

**POLICY: HR 14**

**REVISED:** June 2025  
June 2013

**PAGE: 1 of 1**

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**PROFESSIONAL DEVELOPMENT**

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**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 workday.



**SECTION: Human Resource Policies**

**POLICY: HR 19**

**REVISED:** June 2025  
October 2022; June 2013

**PAGE: 1 of 2**

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## **Conflict of Interest**

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### **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, the 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, a promotional item with a company's logo, small gifts for speaking presentations when representing Contact Brant, or to mark a significant event such as birth of a child or retirement.



**SECTION: Human Resources**

**POLICY: HR 20**

**REVISED:** June 2025  
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:* If 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:* If 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.



## POLICY AND PROCEDURE MANUAL

**SECTION: Human Resources**

**POLICY: HR 21**

**DATE:** June 2025  
February 2023

**PAGE:** 1 of 3

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### DIVERSITY, EQUITY, and INCLUSION

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#### **Diversity statement:**

Contact Brant is committed to actively building a culture where diversity, equity and inclusion are valued through continued learning and discussion. We know through experience that different ideas, perspectives and backgrounds help us improve the well-being of children, youth and families. Our organization is enriched by collaborating with diverse community groups and partners.

#### **PREAMBLE:**

Contact Brant's human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of our culture, as well as our reputation and company's achievement. We believe we are stronger when we not only celebrate our many differences, values and voices, but include them in practice.

We embrace and encourage our employees' differences in age, colour, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, religion, sexual orientation, socio-economic status, and other characteristics that make our employees unique.

#### **Definitions:**

The following definitions are from the [Ontario Human Rights Code](#):

*"Diversity"*: is the presence of a wide range of human qualities and attributes within an individual, group or organization. Diversity includes such factors as age, sex, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background and expertise.

*"Discrimination"* is treating someone unfairly by either imposing a burden on them, or denying them a privilege, benefit or opportunity enjoyed by others, because of their race, citizenship, family status, disability, sex or other personal characteristics.

*"Duty to accommodate"*: Under the *Ontario Human Rights Code*, people identified by *Code* are entitled to the same opportunities and benefits as everybody else. In some cases, they may need special arrangements or accommodations to take part equally in social areas such as employment, housing and education.

“*Equal opportunity*” aims to ensure that all people have equal access, free of barriers, equal participation and equal benefit from whatever an organization has to offer. Note that equal opportunity extends beyond employment.

“*Equity*” is fairness, impartiality, and even-handedness. A distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person’s life.

“*Inclusion*” is appreciating and using our unique differences – strengths, talents, weaknesses and frailties – in a way that shows respect for the individual and ultimately creates a dynamic multi-dimensional organization.

## **POLICY:**

Contact Brant is committed to the principles of diversity, equity and inclusion in all aspects of our organization. This means our organization will actively work to understand and remove barriers to equity and inclusion, be they systemic, physical, or otherwise. In addition, we are committed to ongoing learning and development in the areas of equity, diversity, and inclusion so that we can apply an “equity lens” in all areas of our business.

Contact Brant will adhere to the *Ontario Human Rights Code* and the *Accessibility for Ontarians for Disabilities Act* at all times.

## **PROCEDURES:**

- 1.0 Contact Brant will treat people equally, striving to be a culturally safe organization:
  - 1.1 We will promote a culture of respect and inclusion. Our actions will show that we value diversity inclusive of persons in terms of (but not limited to) age, sex, race, gender, ethnicity, physical and intellectual ability, religion, sexual orientation, and education.
  - 1.2 We will demonstrate equal treatment and opportunity for employees including, but not limited to, rate of pay, overtime, hours of work, holidays, benefits, discipline, performance evaluations, and advancement opportunities.
  - 1.3 Discrimination will not be tolerated.
  - 1.4 Our actions will create an environment where all persons are able to share their ideas, beliefs, and skills.
  - 1.5 We will regularly examine our culture and the various barriers that work against equity, diversity, and inclusion to implement strategies to overcome them, including but not limited to:
    - Review policies and procedures annually
    - Examine language in written formats (documents, website, etc.)
    - Support the DEI Committee to lead this work
    - Request employee input and feedback through various channels.
  - 1.6 Provide training and continuous learning opportunities for all staff in equity, diversity and inclusion

- 1.7 Seek applications from persons of various backgrounds
- 1.8 Provide accommodations at all stages of employment as needed.
- 1.9 Provide an accessible office building that has gender-neutral and accessible washrooms
- 1.10 Provide employee benefits that include coverage for Social Work
- 1.11 Post signage throughout the office that we are a safe space
- 1.12 Respect how individuals prefer to be identified, whether that is person or identity first. Utilize gender-neutral language within interactions and communications.
- 1.13 Identify that we are allies to the LGBTQ+ community by considering introducing ourselves using the preferred pronouns to be addressed by and displaying pronouns in our signatures.

2.0 Managers are responsible for:

- Promoting a culture of respect and inclusion
- Providing an open door for employees to voice any concerns or barriers they may be experiencing, and responding to their concerns
- Providing staff with support, as well as accommodations as required
- Establishing a culture that welcomes every staff
- Recognizing staff for their accomplishments
- Actively working to bring people together so they may share ideas, talents and opinions
- Actively working to build a diverse workforce.
- Understanding the sensitive nature of the information that may be shared during conversations about equity and diversity
- Respecting the privacy and confidentiality of employee information, at all times. Refer to the Privacy and Confidentiality Policy.
- Addressing complaints related to surrounding equity, diversity and inclusion. Refer to Workplace Anti-Violence and Workplace Anti-Harassment policies.

3.0 Employees are responsible for:

- Promoting a culture of respect and inclusion
- Complying with policies
- Bringing forward ideas, suggestions, or issues regarding equal treatment of people and building a more culturally safe organization.



**SECTION:** Health and Safety

**POLICY:** HS 02

**DATE:** June 2025  
December 2022

**PAGE:** 1 of 3

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## DUTY OF PERSONS DIRECTING WORK POLICY

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### PREAMBLE

Contact Brant recognizes its obligation to keep its employees safe from harm. It further understands that people who supervise or direct the work of others have a legal duty to keep those workers safe from harm. Contact Brant will educate and train all persons directing work to ensure they understand their obligations under the law to protect fellow workers.

Under the Ontario Occupational Health and Safety Act (OHS or OHSA), a supervisor is someone who has "charge of a workplace or authority over a worker." The term can apply to many people in a workplace, including those in management and individuals whose job title does not include the word "supervisor". As per the Canadian Centre for Occupational Health and Safety (CCOHS), the provisions of section 217.1 of the Criminal Code of Canada affect all organizations and individuals who direct the work of others, anywhere in Canada.

#### Definitions:

*Person directing work* means anyone who undertakes, or has the authority, to direct how another person does work or performs a task according to section 217.1 of the Criminal Code of Canada. It not only applies to persons with the title of supervisor or manager but anyone acting in that capacity, even temporarily.

### POLICY

Contact Brant will meet legislative requirements and understands that, under the Criminal Code of Canada, people who direct the work of others have a legal duty to take reasonable steps to ensure the safety of workers and the public.

### PROCEDURES

1. Contact Brant will take reasonable steps to ensure the safety of workers and understands that people who direct the work of others can be held criminally responsible for failing to take reasonable steps to prevent bodily harm to the person whose work they are directing, or any other person arising from that work or task.
2. Employer Responsibilities: Contact Brant will take every precaution reasonable in the circumstances for the protection of workers from illness and injury. This includes:
  - Keeping a safe and well-maintained workplace
  - Providing information and training about the hazards in the workplace, proper safety equipment, and competent supervision.

- 2.1. Contact Brant will uphold all rights all employees have under the Occupational Health and Safety Act (OHSA):
  - The right to know about hazards in their work and get information, supervision, and instruction to protect their health and safety on the job.
  - The right to participate in identifying and solving workplace health and safety problems.
  - The right to refuse work that they believe is dangerous to their health and safety or that of any other worker in the workplace.
- 2.2. The OHS Act requires employers to appoint "competent" people as supervisors. This means the supervisor must be:
  - Qualified because of knowledge, training, and experience to organize the work and its performance.
  - Familiar with the Act and its regulations
  - Knowledgeable about any potential or actual danger to health or safety in the workplace.
- 2.3. *Recommended Training*: Workplace issues and hazards are constantly changing, and the demands on supervisors are increasing. Contact Brant will strive to ensure our supervisors stay competent, current, and effective with training in these key areas:
  - Hazard identification, risk assessment, and control
  - Specific hazards in your workplace
  - Due diligence
  - Leadership and coaching
  - Mental health
  - Harassment and sexual harassment
  - Accommodation and return to work.
3. Supervisor Roles and Responsibilities: Supervisors are responsible for the health and safety of workers and are second only to employers in terms of their legal duties to protect workers from harm.
  - 3.1. The Occupational Health and Safety Act (OHSA) sets out certain specific duties for supervisors:
    - Provide a safe workplace and assign safe work;
    - Train workers to do their jobs safely;
    - Ensure workers work safely, and use equipment, protective devices and procedures properly where required;
    - Ensure that any equipment, protective device, or clothing required by the employer is used or worn by the worker;
    - Advise workers of any potential or actual health or safety hazards known by the supervisor;
    - Take all reasonable precautions to protect workers from illness and/or injury;
    - Implement and carry out all Health and Safety measures and procedures required by law.

3.2. *Competency*: Safety leaders are better able to keep our workplace safe and garner the rewards of lower costs, engaged workers, and higher productivity. Effective supervisors are safety leaders who:

- Educate, observe, guide, motivate and inspire workers
- Understand, identify and control risks and hazards
- Are familiar with applicable standards (CSA, ANSI, etc.)
- Implement your health and safety policy and program
- Impart your company's value for health and safety
- Encourage worker feedback.



**SECTION:** Health and Safety

**POLICY:** HS 05

**DATE:** June 2025  
December 2022

**PAGE:** 1 of 2

## **RIGHT TO REFUSE UNSAFE WORK POLICY**

### **PREAMBLE**

Contact Brant understands all workers have a right to a safe and healthy working environment. The purpose of this policy is to outline:

- The right to refuse work under the Occupational Health and Safety Act (OHSA)
- The workers who have the right to refuse
- Procedure to be followed in the event of work refusal.

In Ontario, all workers have the right to refuse unsafe work except for workers such as police officers, firefighters, workers employed in the operation of correctional institutions, and health care workers.

#### Definitions:

*Worker representative* within this policy means one of the following: a joint health and safety committee member who represents the workers, or another worker who has been chosen to represent a person who is refusing work.

### **POLICY**

Contact Brant respects the legal right of employees to refuse work they believe is unsafe and will take the appropriate actions set out by the Occupational Health and Safety Act.

### **PROCEDURES**

1. Employees may refuse any work, workplace condition, or equipment they believe might endanger their health and safety or the health and safety of another person. This right to refuse extends to workers who believe they may be endangered by workplace violence.
  - 1.1. When an employee exercises their right to refuse unsafe work, the work refusal process set out by the Occupational Health and Safety Act (OHSA) must be followed explicitly. To initiate the work refusal, a worker must only state they feel unsafe and do not wish to proceed with a task or activity.
2. There will be no negative consequence for employees who exercise their right to refuse in good faith and who adhere to the processes set out by law and in this policy.

3. Contact Brant will continue to pay the worker who is refusing to work at the regular rate during the work refusal process until a Ministry of Labour Inspector rules that it is safe to resume work.
  - 3.1. If the worker continues to refuse work beyond the point the work has been deemed safe, Contact Brant is no longer required to provide pay and may begin disciplinary action.
4. Work Refusal Process: Under the law, the following procedure must be followed in the event of a work refusal.
  - 4.1. *Step 1*:
    - The worker reports the refusal to their supervisor and then stays in a safe place. The worker may also notify the Health and Safety Committee.
    - The CEO or supervisor investigates the issue with the worker and a safety representative or other chosen worker representative present.
    - If an acceptable resolution to the issue is put in place, the worker can go back to work.
    - If no resolution is found, move on to Step 2.
  - 4.2. *Step 2*:
    - If the worker continues to feel unsafe, the worker should continue to refuse and stay in a safe place.
    - The worker or employer (or someone representing either of them) should call the Ministry of Labour.
    - A Ministry of Labour Inspector will investigate the issue in consultation with the worker, safety representative and supervisor or management representative.
    - Any required/ordered changes to improve safety will be made.
    - The refusing worker will go back to work.
  - 4.3. During Step 1, if the supervisor has investigated and found a resolution they believe is safe, but the worker continues to refuse, the supervisor can ask another worker to perform the task while waiting for a resolution under Step 2. However, the supervisor must let the second worker know:
    - The task they are being asked to do has been refused by another worker
    - Why the task was refused, and
    - That an investigation with the Ministry of Labour is in process. Contact Brant understands the second worker may also refuse the work.



**SECTION:** Health and Safety

**POLICY:** HS 08

**DATE:** June 2025  
November 2022

**PAGE:** 1 of 2

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## **WORKPLACE HAZARDOUS MATERIALS INFORMATION SYSTEMS (WHMIS) POLICY**

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### **PREAMBLE**

Contact Brant is committed to protecting the health and safety of its employees and will take all measures needed to safeguard its workers from the hazardous products that are found in the workplace. Contact Brant will uphold its duties and responsibilities under WHMIS 2015 to correctly identify and label hazardous products and educate and train its employees.

Definitions: The following definitions were taken from the Canadian Centre for Occupational Health and Safety.

*Globally Harmonized System of Classification and Labelling of Chemicals (GHS)* – an international system that defines and classifies the hazards of chemical products and communicates health and safety information on labels and SDSs in a standardized way.

*Hazardous Product* – a product, mixture, material, or substance that meets the criteria to be classified in one or more of the hazard classes of the HPR.

*Safety Data Sheet (SDS)* – a document that contains specified, required information about a hazardous product, including information related to the hazards associated with any use, handling, or storage of the hazardous product in a workplace.

*WHMIS* – Workplace Hazardous Materials Information System: WHMIS is Canada's national hazard communication system for hazardous products in the workplace. It applies to suppliers, importers, and distributors of hazardous products that are sold in or imported into Canada and intended for use, handling, or storage in Canadian workplaces, as well as to the employers and workers who use those products.

### **POLICY**

Contact Brant recognizes the importance that identifying hazardous products in the workplace can have on keeping employees safe and will implement Ontario's WHMIS regulations as outlined in the Occupational Health and Safety Act and the Workplace Hazardous Materials Information System Regulation (R.R.O. 1990, Regulation 860).

Contact Brant will comply with the requirements of WHMIS 2015, the most up-to-date version of WHMIS in Canada.

## PROCEDURES

1. Employer Responsibilities: Contact Brant recognizes it has responsibilities under WHMIS 2015 and will comply with its duties by:
  - 1.1. Providing education and training to all employees who may come into contact with a hazardous product about WHMIS legislation, how to read labels and safety data sheets, and how different types of hazardous products could affect them negatively.
  - 1.2. Making sure the containers of hazardous products found in the workplace are correctly identified and labelled, using the latest standards
  - 1.3. Ensuring up-to-date Safety Data Sheets (SDSs) are available for workers to read
  - 1.4. Ensuring it is aware of the hazardous products in the workplace, how they are used and where they are located or stored
  - 1.5. Keeping accurate records about the hazardous products located in the workplace
  - 1.6. Developing procedures for:
    - The safe use, handing, storage, and disposal of hazardous products,
    - How to protect workers (such as utilize personal protective equipment or create specific safety plans where necessary)
    - What to do in an emergency
2. Employee Responsibilities: Employees must, under WHMIS 2015:
  - 2.1. Complete WHMIS training and education if assigned by the employer
  - 2.2. Follow the instructions and safe work procedures as outlined to protect self and others
  - 2.3. Be familiar with the hazardous products they may come into contact with
  - 2.4. Only use products that have a label and that they have received training on
  - 2.5. Understand SDS information and know where SDS sheets are located
  - 2.6. Ask for help if needed and report any concerns to the appropriate member of staff immediately.



**SECTION:** Health and Safety

**POLICY:** HS 09

**DATE:** June 2025  
November 2022

**PAGE:** 1 of 4

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## HEALTH AND SAFETY COMMITTEE POLICY

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### PREAMBLE

Contact Brant is committed to ensuring the health and safety of all its employees. Contact Brant will abide by all provincially outlined legislation as established by the Ontario Occupational Health and Safety Act. Further, Contact Brant recognizes that as an employer, it has the greatest level of responsibility to ensure health and safety on its premises.

As Contact Brant's workforce exceeds 20 or more employees, a Joint Health and Safety Committee is required to ensure the health and safety of all individuals on the premises. The committee must be composed of at least two members, based on the number of employees being between 20 - 50.

### POLICY

Contact Brant will have a Joint Health and Safety Committee to ensure the health and safety of all individuals on the premises. The committee shall be composed of at least two members; at least half of the members will not exercise any managerial duties and will be chosen by the employees.

Contact Brant recognizes that as an employer, it has the greatest level of responsibility to ensure health and safety on its premises

### PROCEDURES

1. The employee member(s) of the committee shall be chosen by the rest of the employees.
2. The management representative is the Manager of Autism Services.
3. The management representative and the employee representative are the co-chairs of the committee; they will be certified and trained as per the Ontario Occupational Health and Safety Act.
  - 3.1. Time spent in training will be considered work time. Contact Brant is responsible for the costs incurred by the training program. In the event that one or both of the co-chairs leave Contact Brant, they shall be replaced and their replacement(s) trained as soon as reasonably possible.
4. The following are the powers of the committee under the OHS Act:
  - Identify situations that may pose a danger or a hazard to employees;

- Provide recommendations to Contact Brant on ways to improve safety in the workplace for employees;
  - Make recommendations regarding establishing, maintaining, and monitoring any health and safety measures, procedures, or programs to Contact Brant;
  - Request and be provided information from Contact Brant about identifying potential or current hazards involving materials, processes, equipment; and examples of safe work practices and health and safety standards in similar businesses that are known to Contact Brant.
  - Be provided information by Contact Brant about any tests regarding health and safety in the workplace (could be related to equipment, chemical or physical agent, material, or biological element, etc.);
  - Be present and be consulted about any testing in the workplace, as necessary.
5. Co-chair Powers: In the event the committee does not reach a consensus, the co-chair(s) have the power to provide written recommendations to the CEO. These recommendations shall be responded to within 21 days of their receipt. The response will include when the recommendation will be implemented when Contact Brant agrees with the recommendation, and reasons why when the recommendation is disagreed with and/or not accepted.
  6. Committee Meetings: The health and safety committee will meet every three months, at a minimum. Minutes will be taken at each committee meeting and then retained in the event of an inspection or examination.
    - 6.1. Members of the committee are entitled to at least an hour to attend the quarterly meetings. Committee members are considered to be working when they are completing health and safety duties, including completing any work ahead of, or following, the meeting.
  7. Inspections: One of the members of the committee will be required to complete monthly health and safety inspections. The committee is required to establish a schedule for the completion of these inspections.
    - 7.1. When possible, it should be the certified co-chair who completes the inspection, but the co-chair is not required to complete every inspection.
    - 7.2. Contact Brant will ensure that the member completing the inspection has sufficient time to complete it. In the event that the member requires information and/or assistance in completing the inspection, they shall be provided with it.
    - 7.3. Inspections shall be kept on file.
    - 7.4. If any hazards or dangers are noted during the inspection, the committee member must inform the committee of their findings, and the committee must discuss this information as soon as reasonably possible.
  8. In the Event of a Critical Injury or Death: If a critical injury or death occurs, a member will be required to investigate and inspect the place where the accident occurred (including if a machine, device, or thing was involved). Following the inspection, the member is required to present their written findings to the Chief Executive Officer and to the committee.

9. Posting Committee Members' Names: Contact Brant will post the name of the members of the committee on the Health and Safety bulletin board so that all employees are aware of who is on the committee.

10. Health and Safety Representative (HSR) Key Responsibilities:

- Identifying actual and potential workplace hazards
- Inspecting the workplace regularly
- Being consulted about and being present at the beginning of health and safety-related testing in the workplace
- Making recommendations to the employer about health and safety in the workplace
- Participating in an investigation of work refusals
- Inspecting the site of a critical injury or fatality at a workplace
- Obtaining health and safety-related information from the employer.

11. Employers have a duty under the OHSA to co-operate with the Health and Safety Representative to carry out their legislative functions. Contact Brant is required to:

- Provide any information that the HSR has the power to obtain from the employer;
- Respond to HSR recommendations in writing;
- Give the HSR copies of all written orders and reports issued by the MLTSD inspector;
- Report any workplace deaths, injuries and illnesses to the HSR;
- Pay the HSR while they are performing their HSR duties.

12. Health & Safety Coordinator Responsibilities: The Health and Safety Coordinator is the management representative (Manager of Autism Services), and must understand and comply with their specific responsibilities within the Health & Safety Program:

12.1. The Health and Safety Coordinator's tasks includes accompanying the JHSC worker representative on inspections, conducting inspections, preparing policies and reports, attending management and JHSC meetings, and reviewing the program on an annual basis to ensure their understanding and its implementation.

12.2. The Health & Safety Coordinator will possess the following qualifications:

- Ability to read and comprehend instructions and information
- Ability to communicate verbally and in writing
- Ability to write policies, procedures, and safe work practices
- Good judgement
- Completed (or in the process of completing) the Basic Certification and Part Two Certification Process, and the supplementary workplace-specific hazard training sessions.

12.3. Contact Brant reserves the right to revise the functions and duties or to require that additional or different tasks be performed when circumstances change (i.e., emergencies, changes in personnel, workload, rush jobs, or technological

developments).

12.4. The main responsibilities of the Health and Safety Coordinator are to manage the activities necessary to ensure the continuous improvement and sustainability of the health and safety system. These activities include, but are not limited, to the following:

- Develop and maintain an integrated health and safety system for Contact Brant;
- Assist the CEO in auditing and reviewing the health and safety system annually, to ensure that it continues to be effective;
- Assist the CEO to develop and maintain an integrated performance review system for all managers and employees, which includes a health and safety component;
- Complete a training schedule to ensure all employees have the appropriate skills and knowledge to prevent work-related injury and illness;
- Ensure that safety-related information is communicated at management meetings;
- Be responsible for ensuring that the Joint Health and Safety Committee (JHSC) is established and operating according to the legislated requirements of the Occupational Health and Safety Act (OSHA);
- Conduct a hazard and risk assessment at least annually to recognize and assess any and all health and safety-related hazards that exist at Contact Brant;
- Develop and implement standard operating procedures to minimize and control the identified health and safety hazards associated with the ongoing operations at Contact Brant;
- Review the injury and illness frequency annually to measure the effectiveness of the established integrated health and safety system at Contact Brant;
- Report all findings immediately to the CEO;
- Assist the CEO to effectively deal with any arising health and safety-related concerns or issues;
- Effectively act as an internal resource for Contact Brant for any health and safety-related matters; and,
- Keep current with health and safety-related trends, industry issues, and/or legislative changes through participation in a health and safety training program or information seminar, at least annually.

### 13. CEO Responsibilities:

13.1. The CEO will ensure that the Health & Safety Coordinator receives training on their legislated duties and their internal health and safety responsibilities.

13.2. The CEO will review the Health & Safety Coordinator's responsibilities on an annual basis. This evaluation will measure compliance with each health and safety responsibility.



**SECTION:** Health and Safety

**POLICY:** HS 11

**DATE:** June 2025  
November 2022

**PAGE:** 1 of 2

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## SMOKE-FREE WORKPLACE POLICY

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### PREAMBLE

Extensive health research has shown that smoking or inhaling second-hand smoke has an adverse effect on health and wellness. Contact Brant is committed to upholding the law and promoting a safe and healthy workplace for all employees and visitors by prohibiting smoking and vaping in enclosed workspaces.

This policy is intended for the workplace only. While Contact Brant supports employees in living a healthy lifestyle, it will not penalize employees for smoking or vaping in their personal life.

Definitions: The following definitions have been taken from Ontario.ca or the Smoke-Free Ontario Act.

*Enclosed workplace* means any part of a building, structure, or vehicle with a roof that an employee works in or visits, even during off-hours. This includes hotel rooms and vehicles used for business purposes.

*Electronic cigarettes* means a vaporizer or inhalant-type device, whether called an electronic cigarette or any other name, that contains a power source and heating element designed to heat a substance and produce a vapour intended to be inhaled by the user of the device directly through the mouth, whether or not the vapour contains nicotine.

*Smoking* means smoking (inhaling and exhaling) or holding lighted tobacco or cannabis (medical or recreational).

*Vaping* means inhaling or exhaling vapour from an electronic cigarette (e-cigarette) or holding an activated e-cigarette, whether or not the vapour contains nicotine.

### POLICY

Contact Brant is a smoke-free workplace.

No smoking or vaping is permitted on company premises by employees, contractors, or visitors at any time, except within any designated smoking areas.

Contact Brant will meet the requirements of the Smoke-Free Ontario Act (SFOA).

## PROCEDURE

1. In accordance with the Smoke-Free Ontario Act (SFOA), Contact Brant will:
  - Post the required smoke-free signage at each entrance and exit of the enclosed workplace, place, or area in appropriate locations and in sufficient numbers to ensure that employees and the public are aware that smoking and the use of electronic cigarettes is prohibited in the enclosed workplace, place, or area;
  - Ensure that no ashtrays or similar equipment remain in the enclosed workplace or place or area, other than a vehicle in which the manufacturer has installed an ashtray.
2. A designated smoking area will be clearly marked with signage. This is the only place employees, visitors, or contractors may smoke or vape, provided they do so in a safe manner, with all extinguishable and smoking products materials disposed of properly in the appropriate trash receptacle.
3. Non-Compliance: Employees who do not comply with the guidelines of the Smoke-Free Ontario Act (SFOA), as set out in this policy, will be subject to disciplinary action, including possible suspension or even termination of employment.



**SECTION:** Health and Safety

**POLICY:** HS 12

**DATE:** November 2022

**PAGE:** 1 of 3

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## COMMUNICABLE DISEASE PREVENTION POLICY

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### PREAMBLE

The Purpose of this policy is to develop the prevention policy for communicable diseases. The goal is to identify the requirements and procedures required to control the spread of any infections at work while also maintaining safe operations of the business.

This Policy is to serve during COVID-19 and moving forward. Safety measures will remain in effect until such time as Legislation advises otherwise.

Contact Brant aims to provide guidance for safe operations regarding communicable disease through this Policy by educating its employees of the symptoms, infection prevention and control, and compliance with hygiene guidelines. In addition, this Policy sets out the Business's legal obligations under applicable legislation, as well as steps the Business will take to limit the risk of infection and communicable diseases in the workplace.

### POLICY

Contact Brant is committed to the health, safety, and well-being of its employees and all individuals who enter the premises.

### PROCEDURES

1. Employer Roles and Responsibilities: Communicable diseases present a risk to the Health and Safety of all employees; employers have a legal obligation to take all reasonable steps to address and manage this risk. Contact Brant is responsible for making sure the workplace is safe and, preventing and reducing transmission among employees, maintaining a healthy business operation and work environment. Contact Brant will take the following steps (but not limited to) to ensure our workplace environment is safe:
  - Provide training to all workplace staff on the reporting procedures of communicable diseases
  - Review policy with employees
  - Based on hazard assessment, provide appropriate Personal Protective Equipment (PPE) to staff. Face masks, gloves, face shields and goggles if required
  - Ensure appropriate ventilation of the workplace and the HVAC system is in good working order

- Encourage good and proper hygiene practices are in place
  - Ensure steps are taken to ensure the cleanliness of all work areas
  - Advise employees to immediately inform their manager if they or somebody they have been with has been in close contact with a person who has tested positive for COVID-19
  - Ensure any staff member returning from vacation, business trip, etc. understand any quarantine guidelines
  - Ensure any staff member who exhibits symptoms of any communicable disease understand the quarantine guidelines.
2. Supervisors and Managers Roles and Responsibilities: Supervisors will be held responsible for the Health and Safety of the employees under their supervision. Duties include, but are not limited to:
- Ensure this Policy is implemented and adhered to in the workplace
  - Monitor employees for possible signs for disease symptoms
  - Ensure that any employee who exhibits symptoms leave the worksite immediately and seek medical advice
  - Ensure the appropriate PPE is used in the office setting, lunchroom, etc. at all times
  - Advise employees of control measures put in place to protect staff
  - Protect the privacy of all staff who may have to leave the workplace due to symptoms or diagnosis.
3. Employee Roles and Responsibilities: As per legislation, all employees must protect their own Health and Safety by working in compliance with requirements, any established health and safety policies and safe work practices and procedures. Duties include, but are not limited to:
- Adhere to the requirements of this Policy
  - Make yourself aware of any symptoms related to communicable diseases
  - Advise Supervisor or Management if diagnosed or are exhibiting symptoms of COVID-10 or any other disease
  - Quarantine as per legislative guidelines until clear of symptoms
  - Practice good social hygiene protocols.
4. Joint Health and Safety Committee Roles and Responsibilities:
- Ensure employees are aware of symptoms of COVID-19
  - Ensure employees have been trained on the content of this policy
  - Ensure workplace inspections and investigations are done
  - Make recommendations for the improvement of the Health and Safety of all employees.
5. Reporting Procedures: If an employee is experiencing symptoms of a communicable disease while at work, they would immediately advise a manager

or supervisor. The following procedures should be followed:

- Employees experiencing symptoms will be sent home to recover
  - The self-isolation period will come into effect
  - Properly sanitize employees' workstations immediately with disinfecting supplies, using proper protocols
  - Do not allow this workstation to be used for 24 hours
  - Ensure to follow any further direction from Public Health.
6. Emergency and Public Orders: Contact Brant will comply with all emergency orders made by the government or Public Health officials in respect to:
- Limiting physical distancing and other measures designed to prevent the transmission of communicable diseases in the workplace.
  - Observing any closures ordered by the government or Public Health Officials
  - Observing all Public Health orders and OHS guidelines and be prepared to implement or maintain additional measures when the risk of communicable disease is elevated within the region.
  - Complying with any emergency or public health order, including quarantine or self-isolation because of a recent return from international or interprovincial travel.
7. Health and Safety Requirements: To prevent the spread of communicable disease, all employees are encouraged to practice good hygiene:
- Wash Hands using soap and water
  - Use alcohol-based hand sanitizer
  - Social distance
  - Cover coughs
  - Stay at home when ill or have symptoms of COVID-19
  - Frequently clean and disinfect all work areas, social areas, etc.
  - Organize the workspace to allow for social/physical distancing
  - Use barriers, guards, etc. within offices and meeting rooms
  - Use PPE as needed - For employees who have medical concerns in regards to wearing PPE, the employee must provide a medical note from a certified health practitioner.
8. Immunization: Contact Brant will support all provincial immunization protocols as directed by government and Public Health Officials.
9. Prevention and Control: It is the responsibility of Contact Brant to monitor all local, provincial and Federal Health and Safety Communications about regulations, guidance, and recommendations.



**SECTION:** Health and Safety

**POLICY:** HS 15

**DATE:** June 2025

**PAGE:** 1 of 3

December 2022 February 2021; November 2018;  
September 2018; November 2012

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## STAFF SAFETY POLICY

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### **PREAMBLE:**

No training or planning can anticipate and account for every possible scenario that may involve or lead to an unsafe encounter. Access and service coordination planning includes the identification of possible risk to staff safety and the development of appropriate safety plans for staff as a preventative measure.

### **POLICY**

The safety of staff is a priority at all times and must be considered when meeting with clients. Employees have a joint responsibility with Contact Brant to develop the skills and techniques aimed at preventing and handling personal safety situations while working.

### **PROCEDURE**

1. Staff will demonstrate professionalism, skills and above all common sense when dealing with situations that may pose a risk to their personal safety.
2. Employees will ensure all meetings held outside the Contact Brant office as well as meetings outside of office hours have the following information recorded in their Outlook calendar:
  - Name of client/family
  - Location of meeting (include street address if a home visit)
  - The scheduled time of the meeting (start and projected end time).
3. Employees will assess risk based on information on record about the family and their circumstances. When an employee is concerned about any perceived risk of harm to themselves:
  - 3.1. Review the situation with their supervisor or CEO at the earliest opportunity to assess immediate and future service needs to ensure a safety plan for the employee.
  - 3.2. Safety planning may include, but is not limited to, having a co-worker attend the appointment with the employee, scheduling the visit in a suitable community location or within office hours, meeting virtually, or having another staff on alert to confirm the meeting has been completed safely.
  - 3.3. Having another staff on alert:

Pre-arrange with another Contact Brant employee who has agreed to be available to receive a call or text at a specified time after the meeting is completed.

If the staff does not call the designated person at the pre-arranged time, the designated employee will attempt to locate their co-worker:

- Call/text the employee's cell
- Call the client's home to see if the staff is still there
- Call the employee's home
- If unable to confirm where the employee is, call the police.

3.4. Program staff are equipped with an agency-provided cell phone that they must have with them for any meetings. Emergency numbers and other employees' contact numbers should be programmed into the cell phone.

4. An employee who finds themselves in a situation where they feel at risk due to such examples as the individual's body language and tension level, the client's anxiety, edginess, defensive responses, raised voice should:

4.1. Remove themselves safely from the situation wherever possible.

4.2. If leaving is not possible, employ de-escalation strategies, (such as taught through PMAB and Non-Violent Crisis Intervention training). Steps to de-escalate a situation if someone appears agitated, tense or upset, include but are not limited to:

- Remain calm and patient
- Give the person space and do not attempt to move without indicating that you intend to do so, including informing the client when you need to leave
- Provide appropriate information the person may be asking for
- Be supportive: continue to speak in a calm, friendly, non-threatening manner, providing non-verbal supportive responses (i.e., maintain eye contact, nodding head, etc.)
- Be direct: respond in the affirmative, speaking confidently and with self-assurance.
- Ignore the inappropriate behaviour, comments and demands, but not the individual
- Rescheduling the interview to another date

4.3. Seek additional supports, as appropriate, to address safety issues (police, other staff).

4.4. Clients should not be provided service if under the influence of alcohol or drugs. In the event of finding a client intoxicated or family violence, staff should leave the premises.

4.5. In the event of family violence, the employee should call police, as well as the appropriate child welfare agency if children are present, only when in a safe place.

4.6. The employee will inform the CEO or designate of the situation as soon as possible once safety has been secured. The CEO or designate will debrief

with the employee involved.

4.7. The employee must document all concerns and incidents in EMHware Contacts once the situation is resolved.

5. **Other Safety Considerations:**

5.1. Employees should take precautions whenever an animal is in the vicinity. If an animal is loose outside the meeting location, consider staying in your vehicle and calling the client using your cell phone. If you should receive an animal bite, immediately wash the area with soap and water and have the bite examined by a physician to assess any risks.

5.2. If using a home phone to call a client, use call blocking by first dialing \*67 and then the client's number.

5.3. Staff should limit taking personal belongings to the interview location. Clothing considerations could avoid items that could be grabbed or used to cause harm (e.g., scarves, necklaces/chains), religious symbols or ornate jewellery.



## Contact Brant Board of Directors Terms

The Board needs to annually plan for the Nominations of the slate of Directors and the election of Officers at the June meeting. Governance Policies outline expectations for Directors and Officers.

Members shall indicate annually to the Board of Directors their intention to continue as members at least one month prior to the AGM Business meeting.

### Governance Policy G1: Governance and Governance Assessment

- **Number of Directors:** The Board shall be comprised of a range of eight (8) to twelve (12) elected Directors.
- **Membership Composition:** The Board shall strive to ensure that membership:
  - Includes at least one (1) parent member
  - Includes at least one (1) youth member
  - Limits the number to two (2) members who are a Director of a Board or employee of a Ministry-funded partner service provider, as well as the parents, siblings, children, spouses, and partners of these individuals.
- **Terms:** The Board shall strive for a balance of experienced Directors and new Directors. To this end, Directors are elected for a three-year term, with their start date of a term being the Annual Meeting at which they were elected. The maximum number of terms a Director may be elected is 5 terms (15 years).

### Governance Policy G2: Role of the Officers of the Board

- No Director may serve for more than three (3) consecutive years in one office.

The following is the slate of Directors (so far) for the June 2025 elections. The slate of current Officers is also listed - the Executive positions for the upcoming year will also need to be decided at the June meeting.

	Director	Start Date	Term #	End of Current 3-Year Term	Confirmed for June 2025 - June 2026	Executive Position	Executive Start Date
1	Patrick Parent	June/24	1	June/27	Y	Chair	June 2024
2	Greg Hackborn	April/16	4	June/28	Y	Vice Chair	May 2023
3	Emily Miller	June/22	2	June/28	Y	Treasurer	June 2024
4	Jennifer Tonnies	March/23	1	June/26	Y	Secretary	February 2025
5	Jill Esposto	May/23	1	June/26	Y		
6	Kimberly Vanderburg	June/24	1	June/27	Y		
7	Melanie Graham	June/24	1	June/27	Y		
8	Maxine Lean	Sept/24	1	June/27	Y		
9	Jennifer Kroesbergen	June/25	1	June/28	Y		