

Section 2 – Employment Policies

2.1 Recruitment Policy

Intent

The employer strives to attract and retain staff of the highest calibre and embraces a strategic, professional approach to recruitment. The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, principles which meet the requirements of the Employment Standards Acts of all provinces the company operates in and, all other relevant employment legislation.

Scope

This policy covers all activities that form the recruitment and selection process at the employer's hotels, it is applicable to all staff recruitment except casual labour. For this policy to be effective it is essential that any employee involved in the recruitment and/or selection of staff strictly adhere to the guidelines.

Please note that hiring procedures including probationary periods are subject to the provisions found in current Collective Agreements for unionized employees. Unionized employees are requested to refer to their Collective Agreement for further information. Where the Collective Agreement is silent on a hiring practice, bargaining members shall refer to the contents of this policy.

Guidelines

The employer exercises great care in selecting the most qualified candidates for employment. It is the employer's intention to do everything it can do to attract the best people in the industry and to ensure that working conditions and opportunities are such that individuals will be successful in their role and will want to continue to be part of the organization.

- The employer has a principle of open competition in its approach to recruitment.
- The recruitment and selection process should ensure the identification of the person best suited to the job and the company.
- The employer wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process for a candidate with a disability.
- Hiring managers will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner.
- The employer will provide appropriate training, development and support to those involved in recruitment and selection activities. Any member of staff involved in the hiring of staff should feel appropriately trained and capable of complying with the requirements of this policy and procedure; if they do not, they should seek further training.
- Recruitment and selection is a key public relations exercise and should enhance the reputation of the employer. The employer will treat all candidates fairly and equitably, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.

Recruitment & Selection Procedure

- The recruitment and selection process should not commence until a full evaluation of the need for the role against the area's strategic plans and budget has been completed.
- Formal authorization to recruit for a post should be sought before commencing the recruitment process.
- Within unionized environments the employer will incorporate the union's hiring procedures into the recruitment process.
- A job description must be created or updated for any vacant position.
- The job description should accurately reflect the essential and desirable criteria for the position and will include the position title, essential job functions, necessary qualifications, reasons for the opening, hours/shifts required, anticipated salary range and any other pertinent information to assist in gaining the approval to hire. All details should be directly related to the job and applied equally to all applicants. Care should be taken when writing the description to ensure that criteria used does not indirectly discriminate against certain groups of applicants.
- All positions will be advertised within the company; this will help maximise equality of opportunity and provide staff with opportunities for career development, thus enhancing the skills and expertise of existing staff.
- The employer shall accept applications from, and consider a member of an employee's immediate family for employment if the candidate has all the requisite qualifications.
- An immediate family member shall not be considered for employment if by doing so, it creates a direct or indirect managerial/subordinate relationship with the family member, or if his/her employment could create a conflict of interest either real or imagined.
- For the purposes of this policy, immediate family members shall be defined as: wife, husband, mother, father, stepmother, stepfather, brother, stepbrother, sister, stepsister, son, stepson, daughter, stepdaughter, or any immediate in-laws.
- Former employees that left the employer on amicable terms may be eligible for re-employment.
- In certain circumstances, it may be more effective to use a recruitment agency. This should be discussed and agreed to with head office prior to engaging a 3rd party recruitment firm.

Selection of Candidates

- Interviews should be carried out by a minimum of two people, one of whom should be the manager recruiting for the position.
- Those involved in recruitment should consider how best to convey a positive image as selection is a two-way process: candidates are also assessing the role and the company.
- It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria are established as this will enhance objective decision making which is difficult through an interview alone.
- The interviewing process will be progressive consisting of an initial telephone screening followed by two to three interviews with a narrowing of the candidate pool to approximately three candidates for final consideration where possible.
- Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the attributes required for success in the role.

- In instances where the applicant pool is large either an approved 3rd party employer solutions company or a recruitment agency may be contracted to pre-screen applicants. Approval from head office is required prior to retaining either service.
- Notes of the interview and any other notes taken during the recruitment and selection process should be put in a confidential file and be kept for a minimum of 6 months following the selection process.
- Unsuccessful candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process. These candidates will remain classified as applicants in general and may re-apply for reconsideration on future opportunities.

Internal Transfers

- Employees are encouraged to apply internally for job openings, and will have their applications considered based on their qualifications and potential for success with the requirements of the position.
- Employees applying for internal job postings must first obtain the consent of their department manager.
- Internal transfers are subject to the same probationary period of a new hire however, should the manager or employee feel the transfer is not successful, the employee will have the right of return to their previous position. Should their previous position no longer be available, the employer will endeavour to find employment for the employee in a mutually satisfying alternate position.

Offers of Employment

- The employer shall make a verbal offer of employment to any candidates who have been selected through the application and interview process. In the case of a union position, the offer of employment will include any conditional information such as stepped wages and any conditions that waive the standard stepped wage process.
- Verbal offers are conditional upon the successful completion of references and background credit and criminal checks.
- Written offers shall be contingent on the applicant's signing an employment contract, agreement to company policies and any other condition applicable to the position as required.
- Should the applicant accept an offer of employment from the employer, he/she will be provided with a start date, time and location to report for their first shift.
- Employee orientation will be provided, and will include workplace policies, rules and regulations, and other job specific information designed to assist the employee in his/her duties. Authorization forms and policies shall be signed during this period of orientation.

Probationary Period

The first 90 days of employment is considered a probationary period. Each new employee's manager will conduct a monthly review during the probationary period to evaluate employee performance and suitability for the position. Should the employee not meet the expected employment objectives, the employee may be terminated, or their probation may be extended up to a maximum of six months. After six months, the employee will either be put on an extended performance improvement plan (PIP) or their employment will be terminated.

Union members should review their Collective Agreement for information regarding their probationary period.

RELEVANT DOCUMENTS

Nepotism Policy

Reference Checking Policy

2.2 Reference Checking Policy

Intent

The employer has adopted this policy to ensure that the highest quality candidates are selected for employment. The employer will perform reference checks for all potential candidates regardless of their seniority and it will include education verification and employment history.

Scope

This policy applies to all candidates for employment who have successfully completed the company's interview process and where a conditional offer of employment has been made. This policy may also be applicable to those employees applying for transfer or promotion within the company.

Unionized employees shall adhere to their current Collective Agreement for policies governing reference checking. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

1. Candidates applying for employment must go through the defined selection process to assess their knowledge, skills, abilities and experience. Management will assess the candidate's experience and skills to perform the duties of the position for which they are applying, as well as the intangible factors which will lead to the best possible hire.
2. Before any candidate can be approved for hire, two successful reference checks from previous direct reports must be conducted by the hiring manager.
3. A company standard reference check form is to be thoroughly completed. Reference check questions will be consistent across the company, employment related and specific to each position.
4. The hiring manager will be required to document in detail all conversations that occur during the reference checking process. These notes will be maintained in the candidate's personnel file.
5. Questions pertaining to the following characteristics as determined by provincial human rights legislation are strictly prohibited: Race, religion, gender, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability.

If it is determined that the candidate has supplied falsified information, or misrepresented the facts on their resume or during the interview and reference process, the candidate will be immediately disqualified from consideration for employment. Documentation reflecting the incident should be put in the candidate's file for future reference should they re-apply for a position with the employer.

2.3 Orientation Policy

Purpose

The employer has adopted this policy to ensure that all new and recently transferred employees are provided with orientation designed to familiarize them with the services and functions of the organization and to effectively orient them to their position. Orientation will educate new employees about the organizational culture, product and procedures, as well as provide a clear understanding of expectations.

To ensure its success, the employee orientation program should be managed as a proactive, ongoing process by management. In addition to the mandatory review of the corporation's policy and procedure manual, new employees should be provided with an information package outlining the employer's guidelines and standards, employee expectations and job information.

Scope

This policy applies to all newly hired or transferred employees and to any employees who are assigned new or unfamiliar work and/or equipment, be it on a full time or temporary basis.

Unionized employees shall adhere to their current Collective Agreement for policies governing orientation. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

The following areas should be covered during orientation:

- Completing paperwork, including payroll and tax forms
- Compensation and benefits
- Company background, values, goals, etc.
- Policies and procedures
- Working hours
- Lunch and break schedules
- Importance of regular attendance, punctuality
- Procedure for providing absence and tardiness notification
- Overtime and lieu time requirements
- Dress code or uniform requirements
- Scheduling time off
- Written job description
- Reporting structures
- Health and safety hazards
- Safe working practices

- Performance standards/expectations for performance appraisal
- Safety/security procedures, location of emergency equipment, emergency exit routes
- Introductions to co-workers
- Other

2.4 Employee Files Policy

Intent

The employer has adopted this policy to ensure that all employee files are maintained in a confidential manner, are kept up-to-date, and include all pertinent information relating to an individual's employment with the company.

Scope

This policy applies to all employees always and without exception.

Unionized employees shall adhere to their current Collective Agreement for policies governing employee files. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

The employer will maintain personal files for each employee and the files will include relevant and up to date personal, medical and employment information. All files will be stored securely and kept confidential using appropriate safe guards with only authorized personnel having access.

At no point will any information contained within any of the employees' files be communicated publicly without the prior written consent of the employee, unless required by law or as permitted under Freedom of Information Legislation.

Employees that wish to review their files must submit a written request a minimum of three business days prior to the date of review. Employees must be accompanied by a management representative while viewing their file(s). Employees *may not* review any documentation that would violate the confidentiality of another employee. Employees may request copies of documentation included in their file.

Employees may challenge the accuracy of documentation in their personal file(s), request that corrections be made, and request that a written note of their comments be added as an annotation to the documentation.

Former employees may request access to their personal file(s) and must provide photo identification. The request and viewing process is the same as for current employees.

Any third party that requests access to a personnel file must provide written authorization stating that they are permitted by the employee to review their file. The request and viewing processes shall be the same as for current employees.

All information maintained in the personnel file is the sole property of the company. The removal of any documentation or information from a personnel file by employees or third parties is strictly prohibited. Employee files will be maintained for a period of three years after the employee's last day of work.

Documents stored in personnel files shall include (but not be limited to):

- Employment application
- Resume
- Up to date personal information, including address, phone numbers, marital status etc.
- References
- Offer of Employment

- Employment Contract
- Emergency contact form
- Relevant medical information
- Banking Information for Direct Deposit
- Employee Handbook and Policy Manual signed acknowledgement and agreement forms
- Documented disciplinary actions
- Documentation of complaints/disputes/grievances filed by the employee
- Performance improvement plans (where applicable)
- Performance reviews
- Career planning documentation
- Attendance records
- Vacation, lieu day and request day off forms including approved and unapproved requests
- Accident/incident report forms involving the employee including Worker's Compensation Insurance Claims Forms
- Medical documentation for any required absence(s)
- Functional abilities forms required in any Return to Work (RTW) process
- Documentation regarding forms of reasonable accommodation required as part of any RTW process
- RTW plans, including documentation of any updates or dialogue during this period
- Records of recognition/commendation
- Copy of union membership card, where applicable
- Any reports, certificates or documents completed for professional development purposes

Employees are required to submit a completed Change of Information Form if any changes have occurred with their personal information.

2.5 Hours of Work and Overtime Policy

Intent

This policy is intended to communicate procedures and guidelines pertaining to hours of work and overtime for hourly employees. Where hourly employees are required to work overtime, the employer will compensate them accordingly for all hours worked in excess of established daily and weekly maximums.

Scope

This policy applies to non-management hourly employees and all non-bargaining members always and without exception.

Unionized employees shall adhere to their current Collective Agreement for policies governing hours of work and overtime. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

Employees may be required to work overtime during busy periods to ensure that business operations meet established standards and that guest satisfaction is maintained. Hourly employees are expected to be available for a reasonable amount of overtime work when requested. Where overtime is required, managers will ensure it is scheduled with as much notice as possible.

Employees shall be paid at a rate designated by the respective provincial labour code or a Collective Agreement where applicable.

No overtime is permitted without prior approval from management; employees are not authorized to approve their own overtime. Overtime worked at the employee's discretion, or without management pre-approval such as working through lunch or breaks, arriving early or staying late, is not considered overtime.

The employer will provide break times in accordance with provincial legislation and current Collective Agreements. As such, employees will be permitted two 15 minute breaks and one unpaid 30 minute break for every 8 hour shift. Food service employees will be assigned breaks by their team leader when there is a lull in guest service activities.

When on break employees are asked to use facilities and areas assigned for breaks. Loitering in public areas throughout the property and interrupting coworkers who are not on break is strictly prohibited.

RELEVANT DOCUMENTS

Overtime Authorization Form

2.6 Lieu Time Policy

Intent

This policy is intended to communicate the procedures and guidelines associated with of time off in lieu of overtime pay.

Scope

This policy applies to all salaried management employees always and without exception.

Unionized employees shall adhere to their current Collective Agreement for policies governing lieu time. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

Lieu time applies to salaried management employees who are required to work extra hours due to extraordinary circumstances. The use of lieu time is not designed to create flexible schedules, e.g. working through lunch to leave early, etc.

- When requesting Lieu Time Gained you must provide appropriate comments describing the extraordinary circumstances that have caused the requirement for the request.
- Managers are NOT authorized to approve any Lieu Time Gained unless the reason is included in the comments of the request.
- Lieu time should not be required to complete regular job functions on a daily, weekly or monthly basis, it is an occurrence that should only happen in extraordinary circumstances. Consequently, no employee should have lieu time hours accrued in the regular performance of their position.
- Paid time off must be taken within one month of the week in which the lieu time was earned. It is the shared responsibility of the employee and the employee's manager to ensure this is managed appropriately.
- To request use of your lieu time balance you will also need approval. You will follow the same process as above however under the "Reason" drop down menu you will choose "Lieu Day Taken".
- If an employee's job ends before he or she has taken the paid time off, the employee must be paid for all unused lieu time.
- The General Manager must take responsibility for all Lieu Time Liability and work with employees and their Managers to ensure that Lieu Time Gained is taken within the month that it is earned.

The employer will adhere to all federal and provincial laws, regulations and required compliance acts that apply to this policy.

2.7 Performance Management Policy

Intent

The employer has adopted this policy to ensure that all staff members are provided with accurate and beneficial feedback regarding their performance. In utilizing a performance management system, the employer will ensure organizational objectives are met through the achievement of individual performance goals and objectives.

Scope

This policy applies to all employees always and without exception.

Unionized employees shall adhere to their current Collective Agreement for policies governing performance management. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

The employer values its workforce and will endeavour to support employee achievement of professional goals and objectives. Performance management will be utilized as a tool to help ensure the alignment of individual performance goals with that of the strategic direction of the organization using collaborative performance planning, informal coaching, feedback and yearly performance reviews.

Performance reviews are designed to reaffirm the quality expectations for each operational objective within the employee's job description. Reviews are also used to define the requirements and training needed to further educate and empower the employee. The goal is to develop the skills and knowledge of all employees beyond the scope of their job descriptions, and to empower each member of the organization so that everyone strives to improve the overall guest experience within each hotel.

All employees and management take part in the performance management process with records of individual performance plans and reviews to be discussed and kept in each staff member's personnel file.

Performance management is on-going and cyclical in nature with the process being broken down into three interrelated phases of planning, coaching/feedback and review.

Planning

Staff that are in management positions will review each of their employee's job descriptions to identify if any revisions or additions need to be made. If revisions or additions are necessary, they are to complete the Job Description Revision Template Form and email it to their GM to request the changes, after which it is to be submitted to head office for final approval. If the job description is revised the updated job description will be discussed with the employee and put in their personnel file. If there are no revisions required, the review process will proceed with the existing job description.

Review

Prior to the scheduled performance review meeting, management will fill out a performance review document for each employee based upon the employee's established goals and objectives from their job description and/or their previous review, or follow up meetings to the previous review. Any updates or changes to the job description will be discussed and added or removed from the employee's scope of responsibility.

The performance review meeting will consist of a full review and discussion of the individual's performance during the review period based upon the goals and objectives established in the job description and performance plan.

The employee will be given the opportunity to read the performance review and add any additional comments they feel necessary. Both the employee and the department manager will be required to sign and date the newly created performance review with a copy being kept in the employee's file.

The following timelines should be adhered to when administering employee performance plans and feedback meetings:

- New and probationary employees should have a formal review at the end of each month for the duration of the probationary period or more frequently if the employee is exhibiting performance problems.
- Employees who have been promoted, have changed departments, or have had their duties or responsibilities significantly changed should have a monthly performance review scheduled within the first three months so that performance and progression towards established goals and objectives may be assessed within the new role.
- Performance reviews should be created annually for each employee who is no longer considered probationary and is not exhibiting any performance problems, generally conducted in the month of their original hire date.
- If an employee is experiencing performance issues, performance is to be reviewed monthly or quarterly and if necessary, the employee is to be put on a performance improvement plan (PIP). Performance reviews will be conducted as stipulated in the PIP.

Management:

- Will provide a performance management process that is fair and transparent.
- Will provide the tools and forms necessary to facilitate the performance management process.
- Will provide training and guidance on the performance review process.
- Will work with their employees to ensure fair and attainable performance goals and objectives are established.
- Will provide ongoing feedback to employees in the form of coaching and formal feedback meetings as necessary.
- Will accurately report and document performance observations.

Complaint and Dispute Process

Employees who feel they have been subject to an unfair performance review or who believe their performance objectives to be out of the scope of their normal duties and responsibilities should forward a request for review to the general manager of the property.

Unionized employees are required to adhere to grievance procedures found within their current Collective Agreements.

Upon receiving a request, the issue will be considered and if necessary, a formal investigation will be conducted which could include a review of any performance management forms submitted, review of previous performance plans and reviews, interviews with the employee and management and an investigation into current and past performance.

All information including performance management forms and discussions in performance management meetings will be kept strictly confidential. All forms utilized for the performance management process will be signed by the department manager and employee and kept in the employee's personnel file.

2.7.1 Progressive Discipline Policy

Intent

The employer has adopted a policy of progressive discipline to ensure that employees are given the opportunity to correct any performance or behavioural issues that may arise during their employment.

Scope

This policy applies to all employees always and without exception.

Unionized employees are requested to refer to their current Collective Agreement for specific progressive discipline provisions and applications. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

The employer has established a set of reasonable rules and guidelines for employees to follow. These have not been put in place to restrict the freedoms of our employees, but rather they have been implemented in consideration of the overall protection of our employees, company property, and our business practices. If an employee violates company policy or exhibits problematic behaviour, a system of progressive discipline shall be utilized.

Employees will be given four opportunities to correct unwanted behaviour, unless the behaviour or concern is one of a severe nature, in which case, discipline can be accelerated. The following steps will typically be followed:

1. Coaching - informal
2. Verbal Warning - formal
3. Written Warning - formal
4. Final Written Warning with Possible Suspension - formal
5. Termination

With each violation or apparent problem, the employee will be provided with a written document to: (1) alert them to the problem, provide a reiteration of the correct company policy regarding the violation, (2) advise them of the consequences associated with further infractions, and (3) provide a suggestion towards a method of improvement.

All violations or alleged violations will be properly investigated and documented by the employee's manager, and/or general manager. All formal measures that have been taken within the progressive discipline process will be documented and kept in the employee's personnel file.

During the final written warning, an employee may be suspended, put on review, started on a performance improvement plan (PIP) if they are not already on one, or be terminated.

- Suspension: Employees put on suspension will be excluded without pay from the workplace for a period of one to three days depending on the violation.
- Review: Employees may be put on a review period (or extended probationary period) following the final written warning. The review period will last between three and six months. During this time, the employee will be excluded from wage increases and advancement and is discouraged from taking vacation.

If an employee feels that they have been wrongfully accused, or disciplined, they may file a written appeal with the general manager or head office.

If an employee is placed on suspension pending the results of an investigation, the employee will be notified of the actions that predicated the investigation, the timeline for the investigation, and the result of the investigation and subsequent decision. The suspended employee will be given an opportunity to respond to the allegations during the investigation.

This form of suspension is not necessarily disciplinary but rather, is intended to give the employer time to examine the issues thoroughly and to determine appropriate action. Should the investigation not be completed during the stated timeline, the employer will reserve the right to extend the suspension, as necessary.

The suspended employee must ensure that he/she is available for questions during the investigation. If the suspended employee fails to make him/herself available, the employer will proceed with the investigation and make decisions based on the information available. Should the suspended employee need to leave town or be otherwise unavailable, he/she must submit a request and be granted approved leave.

The suspended employee will have the right to legal representation (where necessary), union representation (where applicable), or an employer representative to be present at any discussions about the allegations, and will be given 24 hours' notice prior to any meetings taking place.

Any employee placed on suspension with pay will be required to temporarily turn over his/her office keys, access passes and company identification and credit cards. All company property, business information, and confidential information is to remain onsite. If any employee placed on suspension with pay maintains any files or equipment at his/her residence he/she will be required to turn these items over to an employer representative, until the investigation is completed.

Employees placed on suspension with pay should not have contact with anyone from the office other than their designated point of contact.

2.7.2 Termination of Employment Policy

Intent

The purpose of this policy to ensure that the termination of employees is handled respectfully, with due diligence and with a minimum of disruption to company business.

Scope

This policy applies to all employees always and without exception.

Unionized employees are requested to refer to their current Collective Agreement for specific information pertaining to termination from the company. Where a Collective Agreement is silent on the issue, this policy shall dictate termination requirements for unionized employees. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

The employer classifies termination of employment into three categories:

1. Administrative
2. Voluntary
3. Involuntary

Administrative

Administrative terminations are generally due to retirement, failure to return to work in a timely manner after an approved leave of absence, permanent or long-term disability where the employee is unable to perform his or her job duties, with or without reasonable accommodation, or the death of an employee.

Voluntary

Voluntary terminations are a result of the employee handing in their resignation or, from job abandonment. “ Job abandonment” shall be defined as the failure to report back to work after missing three consecutive business days without prior notification or approval from management.

In the event of a voluntary termination or resignation, managers should attempt to retain the employee if it is in the company’s best interest, if this is not possible, the manager should attempt to determine the employee’s specific reason for leaving.

Resignations should be confirmed by the employee’s manager, in writing, and are binding on the employee and the company and cannot be changed except by agreement. Employees who voluntarily resign may be considered for re-hire.

**The employer requests, as a courtesy, that employees voluntarily resigning their positions provide at least two weeks written notice to allow the company time to find a suitable replacement. Failure to give adequate notice may result in an unable-to-rehire status.*

Involuntary

Involuntary terminations are generally due to unsatisfactory performance, misconduct, layoff due to reduction or reorganization of the work force, or failure to meet the expectations of the company. The employer reserves the right to

terminate an employee with or without cause and with or without prior written notice in accordance with applicable laws.

The employer will take an employee's service record into consideration prior to any involuntary termination. If the employee has previously proven to be a valuable company asset, the employer may explore the possibility of a performance improvement plan, demotion, or transfer.

Except for termination of employment due to layoff, position elimination, lack of work or other non-performance related reason, an employee who is involuntarily terminated may not be eligible for rehire. If an employee is rehired, and has failed to disclose an involuntary termination at another location of the employer, the employee will be terminated for falsification of employment records.

**In all categories of termination, the employee will be paid all accrued, unused vacation pay through the last date of employment. The employee will receive his/her final paycheque in accordance with applicable federal and provincial laws.*

All terminated employees must return all company property, including, but not limited to keys, parking passes, security passes, company identification, as well as any client lists or other confidential information.

Staff who leave the employer for a reason other than termination with cause or layoff, will meet with a management representative to have an exit interview. The exit interview allows the employee to openly disseminate information pertaining to his/her work experiences at the company. These interviews will be held in confidence. The employer shall compile pertinent information from exit interviews to create feedback which may be used for future considerations towards company policy, and management directives.

In all categories of termination, the employee will be paid all accrued, unused vacation pay through the last date of employment. Management will arrange for and disburse all final monies owing to the staff member and discuss arrangements with respect to benefits. Upon notice of an employee's resignation/termination, managers must immediately alert the general manager for their property and the payroll department to provide the details of the termination including the last day of work, etc. The payroll department will prepare a Record of Employment (ROE) for the departing employee, and fulfill all final payment requirements in accordance with provincial and federal legislation.

RELEVANT DOCUMENTS

Exit Interview Policy

2.7.3 Exit Interview Policy

Intent

The purpose of this policy is to identify workplace, organizational or human resource factors that have contributed to an employee's decision to leave employment. This will enable the company to identify any trends requiring attention or any opportunities for improving the company's ability to respond to employee issues; and to allow the company to improve and continue to develop recruitment and retention strategies aimed at addressing these issues.

Scope

This policy applies to all employees at all times except for temporary or contract employees and employees discharged for cause.

Unionized employees shall adhere to their current Collective Agreement for policies governing exit Interviews. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

A management representative will contact the employee in writing, inviting him/her to attend an exit interview at a mutually convenient time. The exit interview should take place as soon as possible after the confirmed leaving date has been received. The employee will be asked a standard set of questions and given a chance to discuss any concerns about their employment with the company that they feel would be beneficial for the company to know.

Participating in the exit interview process is voluntary; if an employee chooses not to participate in a face to face exit interview, he/she will be encouraged to complete an exit interview questionnaire. The employee will be asked to complete a standard set of questions and given a chance to provide written feedback regarding any information they feel would be beneficial for the company to know.

Employees that choose to participate in an exit interview are encouraged to be honest, candid, and constructive in their responses. The information received through exit interviews will be confidential. No specific information that could possibly be traced back to an ex-employee will be disseminated or discussed.

Information gathered from exit interviews will be analyzed regularly by the senior management team to identify problem areas or determine trends that may need to be addressed. Periodically, senior management will share their analysis and recommendations with designated members of staff and/or the corporate management team.

The analysis and review will include appropriate statistical information regarding the number and distribution of employee departures during the preceding year and the reasons for leaving; an analysis and discussion of any trends or common themes which are suggested by the exit interview feedback; a summary of any actions or interventions taken during the year on the basis of exit interview information; and any actions required in order to address any concerns or opportunities which are identified through exit interview feedback.

2.8 Succession Planning Policy

Intent

The employer is committed to ensuring that staff are provided with the tools they need to succeed and develop, to meet both their own aspirations and enhance their value within the company.

Succession management is intended to provide the organization with the ability to meet future business and staffing needs by identifying viable candidates and investing in their future with the organization by providing training, development and career advancement opportunities.

Scope

Certain positions will have an identified set of requirements that are needed to ensure success in the position based on education, knowledge, skills and other attributes. This set of requirements will be used as the benchmark for evaluating the suitability of internal staff for their candidacy for succession planning consideration.

This policy applies to all non-unionized employees always and without exception.

Please note this policy may not be applicable to union members whose succession may be based on seniority. Unionized members are requested to refer to their current Collective Agreement for a similar policy and procedure. Where the Collective Agreement is silent, bargaining members will refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority

Guidelines

This succession planning policy will: Identify key positions within the organization, assess the impact of future vacancies in these positions, create a profile of the necessary skills required for these vacancies and the training and development plan for potential candidates and finally, develop the plan to fill these vacancies once qualified. This will be accomplished by:

- Facilitating an annual meeting of all general managers and head office to discuss roles deemed as requiring a succession plan.
- Creating a plan for training and development.
- Conducting a final review and selection of potential candidates, and ensuring that they have the necessary skills or the potential to learn the necessary skills to be successful in the role.
- Providing additional skills development for employees that have been identified as candidates for succession planning.
- Ensuring the smooth transition of employees into their new position and successfully backfilling their previous role.

Succession planning candidates will be provided with a professional development plan that is designed to ensure that the candidate obtains the skills, knowledge and qualifications needed to successfully grow their career in the organization and take on greater levels of responsibility, ultimately moving into the identified key position that they are being groomed for. A component of the identified employee's annual performance review will detail the objectives of the succession plan and address their progress towards promotion.

2.9 Recognition Policy

Intent

The employer recognizes and values the efforts and accomplishments of its staff members and the contributions they make towards the success of the company and has adopted this policy to ensure that staff are duly recognized.

Scope

This policy applies to all employees always and without exception.

Unionized employees shall adhere to their current Collective Agreement for policies governing recognition. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Definitions

Organization-Wide Recognition– Annual awards such as employee, manager and volunteer of the year etc. given to individual employees who demonstrate excellence and innovation in meeting the objectives of the organization.

Department-Wide Recognition– Formal and informal recognition given at a departmental level to individual employees or teams for outstanding contributions and accomplishments which best reflect the department's mission, vision and values.

Formal Recognition– Organization-wide and/or department-wide recognition that is provided, following a formal process of nominations and voting/management consideration.

Informal Recognition– Acknowledgment of day-to-day accomplishments in the workplace.

Service Award – Recognition provided for a staff member that has a long history of dedication and service; 5, 10, 15, 20 and 25 years of service will be recognized at the discretion of the General Manager.

Service Appreciation – Recognition provided to acknowledge the service and efforts of a long-standing staff member upon receipt of their intent to retire.

Guidelines

The employer will ensure that recognition reflects the staff member's ability to successfully meet or exceed defined corporate objectives, goals and values.

1. Management shall be responsible for the coordination of the annual company awards ceremony.
2. Each department will be responsible for effectively documenting laudable service achievements and communicating these achievements. Individual departments will provide recognition, and may also submit the information for organization-wide recognition and/or award(s).
3. Management will monitor and evaluate recognition programs, and revise as appropriate.